Management response

**UNDP management response**

Iraq Crisis Response and Resilience Programme Evaluation

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| **Evaluation recommendation 1.**  ***Strengthen the design of ICRRP’s Results Framework*** |
| **Management response:** UNDP acknowledges the value added when complementing quantitative monitoring with qualitative analyses. The Results Framework is formulated using quantitative indicators, which include *quantified* indicators for more qualitative outputs, as the primary purpose of this framework is to ensure accountability in achieving all project activities that cover a range of components. As the revised ICRRP will continue its implementation until the end of 2021, UNDP will review the current Results Framework to see if adding qualitative indicators at this juncture is a priority, and appropriate.UNDP regularly conducts monitoring visits and meetings with its Responsible Parties, during which more qualitative information is exchanged and insights are provided to make adjustment to project activities, when and where necessary. In reflection of this recommendation, UNDP would explore ways to more systematically include such qualitative information and analyses gathered, in the project monitoring and implementation processes. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| 1.1 Review of current Results Framework to assess what qualitative indicators could be introduced to the Framework, and how the monitoring will be implemented for the remaining duration of the project with an emphasis on the livelihood’s component. | 31 December 2020 | ICRRP M&E Team |  | Initiated |
| 1.2 Ensure that component leads regularly update the Programme Manager and other relevant staff to share the qualitative information gathered during programme meetings and monitoring visits, to complement current quantitative results framework monitoring with qualitative analyses. | 31 December 2020 | All component leads and Programme unit of ICRRP |  | Initiated |

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| **Evaluation recommendation 2. *Conflict sensitivity should be integrated in all future ICRRP interventions*** |
| Management response: UNDP acknowledges the importance of conflict sensitivity in programming and implementation, especially in consideration of the current country context where tensions are still high.The recent restructuring of UNDP Iraq country office and the vision of the new Country Programme Document (CPD 2020-2024) respond to this need. ‘Social Cohesion’ is identified as crosscutting programme priority and the new Iraq Social Cohesion Programme (ISCP) is to lead the integration of conflict sensitivity in all country office projects. Under the ISCP framework, conflict sensitivity trainings will take place for all projects staff, including the ICRRP team. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** *(initiated, completed or no due date)* |
| 2.1 Design the Iraq Social Cohesion Programme and consolidated team structure which will support integrating conflict sensitivity in all projects in the country office including ICRRP project activities. | 1 January 2020 | Social Cohesion team  |  | Completed |
| 2.2 Train ICRRP team on conflict sensitivity to raise their awareness and strengthen relevant capacities. | 30 June 2021 | ICRRP team in coordination with Social Cohesion team  |  |  |

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| **Evaluation recommendation 3. *Maximizing the stability impact through supporting sustainable resilient communities.*** |
| **Management response**: While UNDP acknowledges that strengthened resilience of communities is one of the factors that would contribute to enduring peace in Iraq, the established literature on stabilization or the overall approach of UNDP Stabilization and the international community that supports the programme, do not necessarily pinpoint resilient communities as the most exigent priority in the current post-conflict setting.UNDP will continue supporting the Government of Iraq (GOI) through Stabilization programmes, for it to regain trust from the Iraqi people to solidify state legitimacy, which is identified as the key to stability. In the process, UNDP Stabilization and GOI will continue rehabilitation of infrastructures for services delivery and support to build municipal capacities in the communities affected by the conflict. Under ICRRP, in particular, support to JCMC and JCC will be continued for their improved coordination in crisis prevention, response and management, and services delivery will be improved in the affected communities.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** *(initiated, completed or no due date)* |
| 3.1 Continued support to JCMC and JCC to build their capacities in crisis prevention, response and management. | 31 December 2020 | ICRRP Crisis Response Coordination Unit in coordination with EECC team |  | Initiated |

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| **Evaluation recommendation 4. *UNDP to support JCMC and JCC in developing a strategy on crisis prevention and response.*** |
| **Management response:** UNDP acknowledges that the JCMC and the JCC have a crucial role in crisis prevention, preparedness, response and recovery. Both institutions have played a crucial role in promoting preparedness in Iraq and the KR-I over the past few years, and capacity development support from UNDP proved highly beneficial. However, the continuity of support from UNDP to both institutions depend upon availability of funds. UNDP has tried to mobilize funds over the past 2 years for JCMC and JCC capacity development, however, without success. In 2019, UNDP initiated dialogue with the sister UN agencies on formulating a joint support package to strengthen JCMC and JCC capacities. Agencies welcomed this suggestion. However, it was agreed that unless there is an ownership by the Iraqi government and the KRG, it will be difficult to achieve change. Therefore, it was agreed to design a joint advocacy campaign to work with the JCMC and JCC. Through stakeholder consultations, the campaign would identify key issues, draft messages and target influencers in the Iraqi government to achieve essential governmental support for the strengthening of JCMC and JCC. The work on this campaign couldn’t start earlier due to the disruption caused by the protests and political instability, and later due to the spread of Corona pandemic. Additionally, UNDP will in 2020 continue to provide support to the JCC through utilizing the funds available under the ICRRP from one of its donors. Other UN agencies also plan to continue their support in agency related areas of work to both the JCMC and the JCC. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| Support to coordination meetings and workshops with humanitarian organizations and for the JCC network of offices, including support to response volunteers’ coordination. | 31st November, 2020 | ICRRP |  | Initiated |
| Provide ICT equipment to upgrade JCC operations room and network of offices. | 31 November 2020 | ICRRP |  | Initiated |
| Support for awareness raising of JCC network of offices, including newly integrated entities (BRHA and DoDM), about the JCC Strategic Plan.  | 31st November 2020 | ICRRP |  | Initiated |

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| **Evaluation recommendation 5. *UNDP to support the sustainability of JCMC and JCC through the creation of a pool of trainers.*** |
| **Management response:**  While, UNDP appreciates fully the need for continued training and skills development of the JCMC and the JCC, however, since UNDP is not a training institute therefore, it can’t form and retain a *pool of trainers* on its own. In the area of training, UNDP follows a two pronged approach; i) to develop and strengthen national training institutions so that they could design and conduct regular training for national stakeholders on crisis management, ii) organizes specialised training by hiring the services of international training institutes in order to boost national capacities in areas of urgent importance.In the case of Kurdistan Region, UNDP has already helped to draft the strategy for the Kurdistan Crisis Management Training Institute which is pending approval of the KRI government. Also, UNDP has designed curriculum for 8 different themes and handed it over the JCC for eventually applying it at the CMTI. The KRG government is expected to continue to finance this Institute. UNDP will explore the options of developing similar institutional capacities at the federal level together with the JCMC through work continuing under the Environment, Energy and Climate Change programme portfolio. Financial resources will however remain a challenge in this regard.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| Support training on GIS for JCC staff and on GBV for government officials, police and community leaders.  | 31st November 2020 | ICRRP |  |  |

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| **Evaluation recommendation 6. *UNDP should ensure that the governorates/districts involve all parties in the community including the civil society organizations, community leaders and other stakeholders even with conflicting political views in the identification and prioritization of projects related to KRI and the rehabilitation of the Newly Liberated Areas.*** |
| **Management response:** UNDP acknowledges the importance of engaging community stakeholders especially in identifying the needs as prioritized by the community, and also having the selected projects validated. ICRRP has piloted an Area Based Recovery Approach (ABRA) where different community groups were engaged through meetings, group discussions, town halls and other means to identify and implement projects in consultative and participatory manner. ICRRP will be further employing ABRA in four of the locations selected for the upcoming livelihood project activities. Lessons learned from the pilot as well as findings from this Evaluation will be reflected upon, for the implementation. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| 6.1 ABRA is employed for the locations selected for new project activities initiated in 2020. | 30 June 2020 | ICRRP Livelihoods Unit |  | Completed |

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| **Evaluation recommendation 7.** ***Engage a larger number of NGOs in project implementation and ensure the formation of consortium of NGOs of at least 3-5 NGOs to be a requirement in the selection by UNDP of the bidders.***  |
| **Management response:** ICRRP engages with a number of NGOs for the project implementation: in 2019, there were 11 NGOs that signed a Responsible Party Agreement with UNDP for ICRRP. While acknowledging the need to further support local NGOs, however, making a bid from consortium of local NGOs as a requirement in the procurement process is not realistic in the current project context. Given the limited number of actors on the ground, it is already a big challenge to find a qualified (on both technical and financial aspects) responsible party. ICRRP will continue to work with NGOs present in the country (international as well as local NGOs) to ensure effective implementation while also supporting capacity building. ICRRP will encourage its INGO partners to work with local NGOs, and will extend workshops and trainings where local NGOs could learn about UNDP tendering processes, network with potential partners (to explore possibilities of forming a consortium, among other benefits), and to build overall capacities in project management and implementation. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| 7.1 Continue to engage with NGOs (national and international) as Responsible Parties where deemed the most suitable for each area of work and undertake selection in keeping with UNDP’s established rules and regulations. | 30 June 2020 | *ICRRP team with the support from Procurement and Operations Units* |  | Completed |
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| **Evaluation recommendation 8. *Promote the development of social enterprises in KRI and the Newly Liberated Areas that would create jobs for the most vulnerable population and enhance skills level of beneficiaries.*** |
| **Management response:** UNDP acknowledges the importance of creating business opportunities to revive local economies that were disrupted and destroyed during the conflict, and to create jobs and livelihoods for the Iraqi population including the most vulnerable.ICRRP has been supporting the small and medium businesses with microgrants to support asset recovery and their re-entry into local economies. In beneficiary selection, vulnerabilities such as their household constitution (ex. who is the household head, how many dependent members against how much income, whether there are members with disabilities, etc.), displacement history, and others are taken into consideration. ICRRP will continue to support creating inclusive jobs and business opportunities and provide employable skills trainings. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| 8.1 Continue supporting small and medium businesses with microgrants, asset recovery, or business development services while encouraging them to hire more women, youth and IDPs under new project activities. | 30 June 2020 | ICRRP Livelihoods Unit |  | Completed |
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| **Evaluation recommendation 9. *UNDP to give priority to NGOs that can complement UNDP funding with additional resources in order to ensure the success and sustainability of small businesses.*** |
| **Management response:** UNDP acknowledges that the support provided by UNDP (directly or via its partners) is not always sufficient by itself to secure sustainable livelihoods, especially given the country context. However, UNDP finds this recommendation to be conflicting with above recommendation 7, as adding this priority criterion will most likely disadvantage local NGOs over their international counterparts given the limited financial capacities of local NGOs. Furthermore, given the medium to long-term tasks for the country to diversify its economy, revive the private sector and create more employment opportunities, UNDP proposes to support the Government of Iraq with priority reforms, under the new CPD, that will make markets and financial sector more inclusive and accessible to (small and medium) businesses and individuals. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| 9.1 Continued technical support through complementary programming platforms in the UNDP Iraq Country Office to support the Government of Iraq and Kurdistan Regional government on reforms to make markets and financial sector more inclusive | 31 June 2020 | Funding Facility for Economic Reform |  | Completed |
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| **Evaluation recommendation 10.** ***UNDP is to formulate a private sector development strategy for the next phase of ICRRP with emphasis to be provided to support sustainable enterprises and to medium and long-term recovery of SMEs.***  |
| **Management response:**  While acknowledging that private sector recovery is one of the key drivers for sustainable livelihoods and inclusive economic growth, it should be noted that such recovery efforts must be driven by the government, who has the primary responsibility for the national development. Moreover, suggested action is outside the scope of ICRRP. In line with the global and national strategic agenda, and under the framework of new CPD (2020-2024), UNDP will support the Government of Iraq to reform its policies, institutions and processes, to create an enabling environment that facilitates inclusive economic growth to benefit all Iraqi people. Specifically, UNDP will provide technical assistance for GOI to formulate a private sector development strategy and to implement related reforms to improve the country’s business climate. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| 10.1 Develop a Livelihoods Strategy to provide overall guidance for project development under new CPD (2020-2024) | 31 May 2020 | *Diversification of Economy Pillar* |  | Completed |

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| **Evaluation recommendation 11.** ***Ensure the sustainability of community centers through the development of capacity of the centers in for example project formulation, fund raising, forging partnerships with the private sector and in the development of income-generating activities.*** |
| **Management response:** UNDP acknowledges the importance of making the community centers sustainable, as these centers could play a very significant role in promoting social cohesion and harmony in the targeted Iraqi communities, many of which are facing serious tensions and conflicts. However, the ability of UNDP to make further investments to support these centers depend upon availability of resources, which as of early 2020 were available to ICRRP from donors. Under the new Integrated Social Cohesion Programme under design in UNDP Iraq however lessons relating to sustainability will be taken into consideration in the design.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| 11.1 Design the Iraq Social Cohesion Programme and consolidated team structure which will lead on implementation of social cohesion activities in Iraq across all projects, taking into account lessons learned in social cohesion programming including from ICRRP. | 1 January 2020 | Social Cohesion team  |  | Completed |

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| **Evaluation recommendation 12.** ***Gender protection should be cross-cutting particularly in livelihood and social cohesion interventions, while the social cohesion component is to be considered a cross-cutting issue in all other components of ICRRP.*** |
| **Management response:**  UNDP acknowledges the importance of gender and social cohesion as the crosscutting priorities across its programme. Most of UNDP Iraq projects and all of ICRRP activities have gender marker 2, reflecting gender analysis results in the design and implementation. ICRRP will also pilot a new initiative that links gender-based violence prevention training with livelihoods intervention, starting in 2020.Moreover, the Iraq Social Cohesion Programme (ISCP) under the Country Programme Document (2020-2024) is to lead the integration of conflict sensitivity in all country office projects.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status***(initiated, completed or no due date)* |
| 12.1 Initiate the pilot project on increasing awareness and support for strengthen local capacities on GBV prevention in the conflict-affected communities, through linking GBV prevention training with livelihoods intervention | 30 September 2020 | *ICRRP Livelihoods Unit in close coordination with Gender Team Iraq and HQ advisors* |  | Completed |
| 12.2 ICRRP will be supported by a team of Gender Specialists from the Stabilization Pillar who will advise on approaches for gender mainstreaming and developing a gender workplan for the project. | 31 March 2020 | Stabilization Pillar |  | Completed |
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\* Status of implementation is tracked electronically in the ERC database.