**Management Response for the ICPE report**

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| **Recommendation** | **Response** |
| 1. In the next country programme, UNDP must identify clear areas of intervention that form a cohesive response to a definite set of national development challenges and that can be realistically implemented within its limited resource framework. Overall, there will need to be clear focused approach, with a reduced number of partners, in the next programme period with clear areas and strategies of support. | Recommendation well noted and the timing of the development of the new CPD is an opportunity for the CO to address these gaps. Over the past 6 months the CO has initiated various CO strategic positioning processes including a Country Diagnostic Study that will feed into the CPD formulation processes Further the CO will have stakeholder consultative meetings in the first quarter of 2020 during which the ICPE recommendations will be shared to frame the CPD focus. reflected. |
| 2. UNDP must critically examine its achievements in the implementation of current programme, understand where its main contribution lies and where this contribution has the strongest potential to be sustained and scaled-up. This process requires regular follow-up on project activities, improved documentation of UNDP’s outputs and measuring progress on a more regular basis. The monitoring efforts must go beyond data collection and be used as a tool for programme management, learning and reporting. This will help UNDP communicate its contributions, and reinforce trust between the organization and its partners, and strengthen its capacity to mobilize resources. | Management will ensure RBMS systems and tools are effectively applied as part of regular programme management processes. Further a Programme Management Support Unit will be established to strengthen the core programming compliance and quality assurance functions. In this regard, two staff members have recently participated in a regional training on M&E, one of whom will be part of the PMSU unit.  The CO has recruited a communication consultant to develop a CO communications strategy and a partnerships and resource mobilization consultant. It is expected that with this support the CO will be able to better package and target its communication/messaging to partners and stakeholders. |
| 3. In implementing a more focused programme, with a clear Theory of Change and objectives, UNDP must follow key project management steps more strictly. Priority activities and deliverables must be identified and followed during implementation. UNDP must increase efforts towards reporting and documenting activities and results for effective follow-up during implementation by UNDP and after project closure by its partners. In addition, UNDP needs to redirect its support away from facilitation across numerous activities and give greater and more meaningful support to technical issues. | Recommendations well noted. The CO will ensure that the new CPD is focused with a clear TOC. As indicated above the CO has initiated activities to strategically position programme interventions away from multiple facilitation related activities and will also ensure strict compliance with corporate RBMS standards. |
| 4. The country office should review the effectiveness of the allocation of programme and operations staff across the Development Advisory Team structure and find areas to improve the allocation of its limited human resources. A strengthened focus and strategy for the programmes outcomes will resolve some of the current inefficiencies in implementation. | As part of the new CPD, the CO will review the current programme staffing structure with a view to ensure alignment with the requirements of the new CPD. |