ICPE Somalia

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Overall comments: The CO finds the evaluation results and conclusions very informative and gives a good reflection of where UNDP is positioned, as well as where it needs to strengthen itself, to be able to deliver stronger results going forward. The evaluation has provided the office an opportunity to learn from ourselves and from our partners. All the recommendations have been accepted and actions defined to put the responses into action. Some of the actions have already started implementation whereas others will only start after new programme design begins in the coming year.

Evaluation Recommendation or Issue 1:	In framing its next Country Programme, UNDP should determine its added value in the Somali aid ecosystem, review its communication strategies with partners and donors, and explicitly articulate its contributions to overall development results through theory of change approaches. The Country Programme development process should ultimately strengthen the strategic focus of the programme, develop synergies across portfolios, and ensure sustainability.
Management Response:	Accepted. The next Country Programme Document will articulate the programme level theory of change and how it will achieve its results through synergistic approaches across portfolios /and role of partnerships in contributing to the achievement of results and maintaining sustainability. A comparative analysis will be undertaken as part of the development of the next CPD. A Partnership and Communication Strategy will be developed in line with UNDP Corporate Guidelines, to ensure coherent outreach and coordinated approach to partners.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	**Comments**
1.1. CO will explicitly define the TOC of the next CPD showing the assumptions and role of partnerships, risks and the solution tree based on data from country analysis.	November 2020	Programme, POQA	Ongoing	This will start once the UNCF process is rolled out, and UNCF outcomes are in place to inform the next CPD
1.2. Partnership and Communication Strategy developed	November 2020	Programme, Communications Unit	Ongoing	To be developed as part of the CPD

Evaluation Recommendation or Issue 2:	Ensure that sustainability in relation to capacity development, finances and projects is at the center of the project design, monitoring and adaptive management efforts, in cooperation with partners in the country.

| Management Response: | Accepted. There is need to have a mix of individual capacity building, institutional strengthening and setting up of systems, to ensure long term sustainability of UNDP's support/interventions given high staff turnover rate within partner organizations in Somalia.
Efforts will be made to incorporate a sustainability plan and an exit strategy in the different projects, to the extent feasible. The CO will explore possibility of adopting phased out approaches in providing support, in line with the changing country context i.e. the government gradually and increasingly taking on some of the costs in view of the debt relief that the country will benefit from. | | | |

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments

2.1. Capacity development efforts to focus on the systems and processes establishment in addition to individual training and capacity building.
    a. Incorporate systems development and institutional strengthening in programmes/projects
    b. Support development of M&E system for tracking/tracing those trained
	December 2020	Programme	Ongoing	Initiatives to be ongoing

| Evaluation Recommendation or Issue 3: | A rights-based approach is fundamental to UNDP approaches and should be a central part of the mutual accountability framework | | | |

| Management Response: | Accepted. A rights-based approach will be adopted in undertaking the country analysis and will inform the development of the new Country Programme Documents and the programmes under it. Efforts will be made to target both rights holders and duty bearers with the UNDP interventions. | | | |

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments

3.1 Rights-based approach adopted
    a. Adopt the 3-step approach in undertaking the analysis to inform CPD development
    b. Target both rights-holders and duty bearers in defining CPD outputs
	March -December 2020	Programme	Ongoing	

| Evaluation Recommendation or Issue 4: | The office should strengthen its results-based systems and practices. In particular, solid evidence, systematically collected, used for adaptive management, and communication with donors and partners, is central to success of UNDP efforts in Somalia | | | |

| Management Response: | Accepted. Measures have been put in place for effective monitoring and tracking of results, collecting data and providing evidence-based results reporting. The particularly challenging nature of implementation in the Somalia context, including scarcity of data and challenges in predictability will be addressed within the country analysis and as part of the designing process for the new CPD. Additional emphasis will be put on | | | |

		gathering data relevant to enhancing results-based management, as well as techniques for adaptive management learnt from other country offices and elsewhere as part of the CPD design process.	

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
4.1 RBM Training for programme and project teams was conducted to orient staff on the linkage between project level and programme level TOC and how results are visualized and realized through the projects.	October 2019	POQA	Complete	The training was provided with support from the regional hub
4.2 RBM Training for programme and project teams – refresher training planned for Q1 in 2020	December 2020	POQA	Ongoing	
4.3 Reform the third party monitoring process, tools and TOR to ensure collection of data and lessons for adaptive management		POQA	Done	New RFP has been launched with revised TOR for TPM

Evaluation Recommendation or Issue 5:	**The reorganization of the gender function should be supported through the establishment of incentives and measures which will embed it into the implementation of the programme**
Management Response:	Accepted. Adopt a twin-track approach to mainstreaming gender in next CPD/UNDP's support/initiatives. The office established a team of gender focal points and introduced a new gender planning and M&E tool that was applied in a selection of pilot projects, to increase visibility of gender results beyond focus on parity.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
5.1 Establish gender focal points within M&E team to pilot the gender planning tool among 6 pilot projects that will report on transformational gender results in 2019	March – December 2019	POQA, Programme	Ongoing	Results of this will be seen in the 2019 report
5.2 New UNDP gender strategy for Somalia will be developed, informed by the new NDP, the Somalia Women's Charter and the global UNDP gender strategy	December 2020	Programme	Ongoing	
5.3 Have a stand-alone output and project to promote gender equality and women's empowerment	December 2020	Programme	Ongoing	This will be part of the new CPD drafting
5.4 Establish a Gender focal team to develop the CO gender action plan and coordinate its implementation	December 2020	Programme & Operations	Ongoing	

Evaluation Recommendation or Issue 6:	**Programme management and operations: while understanding the complexity of the context, UNDP has to make sure that it has the best possible systems in place to ensure efficient delivery of its programme.**

Management Response:	Accepted: The CO has initiated application of 'innovation' in business processes to increase efficiency in its operations. The office has also rolled out training of programme and project staff on the new PPM changes, to apply the new tools that the changes provide and assist in increasing efficiency in responding to emerging needs in programme aspects.			
Key Action(s)	**Time Frame**	**Responsible Unit(s)**	**Tracking**	
			Status	**Comments**
6.1 The office rolled out training on the new PPM changes to the programme and project staff from various offices and projects in Somalia	October 2019	POQA	Complete	Support was provided from the regional hub to deliver on this training.
6.2 Programme and project staff were trained and oriented on the use of Atlas for project management, risk management and recording of results	October 2019	POQA	Complete	Support from the regional hub was provided to deliver on this training
6.3 The innovation team will engage with each end-user unit to develop tools and SOPs that are efficient, user-friendly and avoid the bottlenecks identified during the prototype phase	February – December 2020	Operations	Ongoing	
6.4 Reinforce dialogue on better/more effective programming options for new initiatives through the established bi-weekly meetings between the Programme Team and Programme Oversight Team	January – December 2020	Programme, POQA	Ongoing	
Evaluation Recommendation or Issue 7:	**Aid Architecture: UNDP in coordination with UN RCO and UNSOM should clarify the roles and responsibilities of UNDP and the other actors in the management and support of the aid coordination system, in line with the roles and responsibilities of each actor under the UN Reform, with a view to streamline and simplify the process, improve operational efficiency and ensure transparent aid flows to both the FGS and the FMS**			
Management Response:	Accepted: While this recommendation has been addressed through the development of the Joint Project titled 'Support to Aid Management & Coordination in Somalia' which brings together under the umbrella of the UN Integrated Office previously fragmented support to the aid coordination function provided by UNDP, UNSOM and the WB, this project will need to support further work in relation to the National Development Plan 9 and the ongoing work on reforming the aid architecture. The project has been under implementation after the period covered by the evaluation. Collaboration between members of the Strategic Partnerships Unit of the UN Integrated Office is regularly discussed by its members and will be addressed, particularly in the process of development of the 2020 Annual Work Plan.			
Key Action(s)	**Time Frame**	**Responsible Unit(s)**	**Tracking**	
			Status	**Comments**
Development of Annual Work Plan of the UN Integrated Office's Strategic Partnership Unit in which roles and responsibilities of members are defined	December 2020	UN Integrated Office's Strategic Partnerships Unit	Not started	

Evaluation Recommendation or Issue 8	**Joint Programming: a critical weakness of the JPs is the absence of provision for collective oversight and for vesting authority in the Programme Management Board. It is recommended that this deficiency in the regulations and guidance provided to Joint Programs be addressed as a matter of urgency. It is recognized that this may well require a formal agreement among agency heads at HQ and that it should be supported by joint monitoring and evaluation (see recommendation 4).**
Management Response:	Accepted. There is need to strengthen the JP Steering Committee / Programme Board with clear TOR that emphasize their oversight function. To get this right, it is suggested to separate the functions that are technical from those that are management/ oversight related since the latter are the ones that provide overall direction of the programme. Furthermore, the steering committee needs to receive inputs from joint field monitoring to appreciate feedback from the ground that will inform the adaptive management options to take as part of their oversight role.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	**Comments**
8.1 Adopt joint planning and monitoring initiatives and make them visible in the joint work plans	Jan – Dec 2020	Programme	Ongoing	To be incorporated in the 2020 work plans
8.2 Develop a checklist that outlines the minimum pre-requisite inputs required in the preparation of the JP Steering Committee meetings. These inputs will provide the committee with information to enable them perform their oversight function more effectively	Jan – Dec 2020	Programme	Ongoing	To be developed jointly when JP members agree to the proposal of separating technical staff from steering committees
8.3 Develop a calendar to time the schedule of the meetings to be aligned in a cycle of joint monitoring, technical meeting followed by steering committee. This will ensure information from the field is analyzed and taken into account by the technical team, adaptive measures introduced where required and brought forward to the steering committee for review and endorsement	Jan – Dec 2020	JP members	Ongoing	To be developed jointly with the technical staff and M&E teams

* The implementation status is tracked in the ERC.