Management response

**ICPE** Date: 2019

Prepared by: María Cecilia del Río Position: M&E Analyst Unit/Bureau: UNDP Argentina Country Office

Cleared by: Valentín Gonzalez Position: Deputy Unit/Bureau: UNDP Argentina Country Office

Approved by: René Mauricio Valdes Position: Resident Representative Unit/Bureau: UNDP Argentina Country Office

Input into and update in ERC: Position: Unit/Bureau:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Recommendation 1.**  **UNDP should make a concerted effort to expand its strategic technical contributions in Argentina, aimed at addressing structural institutional weaknesses and development challenges. UNDP should define key areas in which it can provide substantive value added to the national government and maximize the use of its global network and expertise to foster innovative solutions to advance the SDGs.**  While continuing to provide valued operational and procurement services, UNDP should work to further expand its strategic development services to the national government, building from existing work and successful experiences elsewhere. This may include broadening support to the government on south-south cooperation, helping set national priorities for actions on the SDGs, providing practical solutions on social service / social protection reform, and helping expand entrepreneurship and business creation to stimulate the economy. UNDP has the knowledge and experience to be a preferred provider of such strategic development advice the Government of Argentina. | | | | |
| **Management response:** The Office considers that the technical contributions made are strategic in nature for the country, including both the contribution to design and implementation of programs and projects at the national and sub-national levels. Even so, to the extent that there is a national demand to deepen assistance in key areas, the Office will continue to contribute and also to act as a platform that brings together resources and local and global efforts to support the government with a comprehensive approach, which includes the economic, social and environmental dimensions, as well as innovation for the acceleration of the SDGs. In this sense, UNDP will have the opportunity to make its contribution to the socioeconomic reconstruction in the context of the COVID-19. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** | |
| **Comments** | **Status** |
| 1.1 In the framework of the new CPD formulation, analyze potential Government´s demands in new key areas that may require UNDP contribution. | 31-12-2020 | Programme areas and M&E |  |  |
| 1.2 Define a strategy -including Policy unit, LAB, global experiences, resource mobilization and establishment of alliances- to contribute to the identified areas. | 31-12-2021 | Programme areas, LAB, Policy unit and M&E |  |  |
| 1.3 Define proposals to contribute to the socioeconomic reconstruction in the context of the COVID-19. | 31-12-2021 | Programme areas |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Recommendation 2. UNDP should explore opportunities for strategically expanding collaborative partnerships and programming at the provincial level, especially in the northern region, with the aim of helping sub-national governments reduce poverty and inequality, improve municipal services and adapt to a changing climate.**  In its next programme cycle, UNDP should strive to deepen its engagement in the northern provinces (i.e. Santiago del Estero, Chaco, Formosa, Salta, Corrientes y Jujuy, among others), in response to the development challenges these provinces face. A more strategic, long term approach, coupled with a revised resource mobilization/partnership strategy can help to broaden UNDP’s substantive engagement at the sub-national level, including innovative and integrated provincial and municipal services that improve financial management, spur entrepreneurship and job creation, and anticipate changing climate conditions. | | | | |
| **Management response**: The Office has been supporting various initiatives in the northern region, both directly and together with the sub-national governments:  1. Fortalecimiento del Modelo de Gestión de Salud en la provincia de Santiago del Estero (#90371);  2. Programa de Robótica y Tecnología para Educar en la provincia de Salta (#121246);  3. Microempresas para mujeres jefas de hogar en la provincia de Salta (#112468);  4. Implementación de Sistemas de Control para la Producción Orgánica de Quinoa en Jujuy (#70262);  5. Aprovechamiento, transformación y comercialización de pieles con curtido ecológico en Yala, Jujuy (#113198);  6. Fortalecimiento de la Gestión Municipal y Generación de Proyectos de Infraestructura en la provincia de Corrientes (#61281);  7. Iniciativa Spotlight para eliminación del femicidio en las provincias de Salta y Jujuy (#117570).  Moreover, the CO supports indirectly through Projects executed with the national government that have an implementation in the provinces:  1. Plan Nacional para la Prevención y Reducción del Embarazo No Intencional en la Adolescencia (#107433);  2. Plan Nacional de Primera Infancia (#97461);  3. Gestión de la Política Alimentaria (#66602);  4. Diseño de Redes de Banda Ancha (#97344);  5. Acceso a Justicia (#99891);  6. Sistemas Productivos Locales (#66509);  7. Programa de Emprendedorismo (#96925);  8. Uso sostenible de la Biodiversidad (#85129);  9. Manejo Sustentable de Tierras en las Zonas Secas del Noroeste (#80382);  10. Manejo Forestal Sostenible en el Gran Chaco Americano (#59495);  11. Implementación de la Ley de Bosques (#69288);  12. Bosques Nativos y Comunidad (#90603).  The Office will continue to prioritize the northern region through the development of partnerships and resources mobilization, as in the current cycle. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| 2.1 Include the development of initiatives in the northern region as a priority of the 2021-25 Programme cycle. | 31-12-2021 | Programme areas |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Evaluation Recommendation 3. UNDP should strive to refine its results-based management approach in Argentina, placing greater emphasis on programmatic integration and synergies, the adoption of knowledge transfer strategies and the use of evaluations for learning, including the implementation of recommendations, to inform programmatic decision making and improvement.**  Fostering greater integration between projects within the UNDP Argentina programme, and promoting synergies across clusters, can enhance UNDP’s contributions from a multidimensional perspective. A dynamic systems approach would identify linkages and complementarities between different interventions. Establishing cross-sectoral teams within the office can reduce programmatic silos and enable greater complementarity between interventions.  To promote learning and adaptive management, greater efforts should be placed on promoting an evaluation culture, including the implementation of evaluation recommendations and use of evaluative evidence and lessons, both within the office and with national partners to improve results and evidence-based decision making. Efforts should be made to convince government partners that evaluations of UNDP-managed projects are beneficial and funds need to be allocated for this purpose. UNDP should strengthen its internal capacities in planning and evaluation, increasing its technical expertise and providing instruments and tools to measure effective capacity development and long-term results across thematic areas. Particular attention should be placed on assessing the effectiveness of pilot projects such as the collaborative co-habitation initiative with the National Prison Attorney’s Office, as well as entrepreneurship and employment initiatives at local level. | | | | |
| **Management response**: The Office has implemented the Evaluation Plan of the 2016-20 CPD in accordance with the Evaluation Guidelines in force until 2019. In this sense, 2 mid-term evaluations (Results 1 and 2) were carried out as planned, and the Projects´ evaluations required by donors. Since the new evaluation Guidelines came into force in 2019, the Office informed to the Government Coordinating Agency and main counterparts for its compliance in all new projects.  Regarding the results-based management (RBM) approach, the Office carried out during 2019 a Training Plan on the subject for UNDP staff, the Government Coordinating Agency and our counterparts, in order to strengthen their capacities on the RBM approach. About synergies, the UNDP Office makes efforts to guarantee the multidimensional perspective in all Projects and initiatives, through formal instances of exchange and collaboration between the thematic areas during project formulation and implementation stages. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| 3.1 Define and implement the Evaluation Plan of the CPD 2021-25 according to the new evaluation Guidelines, including the evaluation of strategic Projects, and guaranteeing the effective implementation of the evaluation recommendations through Project Board meetings. | 31-12-2021 | Programme areas and M&E |  |  |
| 3.2 Continue to carry out training on Results-based management to counterparts, and to follow up on the use of evidence provided by monitoring instruments in decision-making. | 31-12-2021 | Programme areas and M&E |  |  |
| 3.3 Incorporate the multidimensional perspective in the formulation of the new CPD to enhance synergy and collaboration between UNDP program areas, and identify new opportunities for inter-cluster collaboration through workshops imparted by the LAB. | 31-12-2021 | Programme areas, LAB and M&E |  |  |
| **Evaluation Recommendation 4. With a view to enhancing its contributions to gender equality and women’s empowerment, UNDP should strengthen its gender mainstreaming and advocacy work across all programme areas. Emphasis should be placed on ensuring the adequate integration of a gender dimension and rights-based approach in the implementation of all policies and strategies at the sub-national level, including local pilot initiatives.**  Building from its existent recognition in gender mainstreaming, UNDP should strengthen its technical advisory role and support towards achieving long-term gender results, with the aim of moving towards more gender transformative results. At the same time, UNDP should sustain its strategic partnerships with the government, private sector and civil society actors across all programmatic areas to enhance gender capacities at the institutional level, as a building block for long-term gender results. Especially with the private sector, it should expand its collaboration and advocacy role with a focus on reducing the existing gender gap in women’s participation in decision-making positions. | | | | |
| **Management response**: The Office has raised this issue as a priority during the execution of the CPD and has a Gender Unit conformed by a specialist and an associate dedicated exclusively to mainstreaming the gender equality approach in all projects, initiatives and activities carried out by the Office, both with the counterparts and those of direct implementation. Likewise, the programme officers have been trained to incorporate the gender approach from the beginning, in the project formulation stage. Recommendations are actively made to incorporate the gender approach, as well as training activities and specific technical assistances.  In this framework, the Office will continue to carry out actions to promote the sustainability of actions for the promotion of gender equality in all programme initiatives at the national and sub-national levels, so that the counterparts put into practice the agreed recommendations. | | | | |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** | |
| **Comments** | **Status** |
| 4.1 Continue making recommendations and providing technical assistance to mainstream the gender equality approach in all projects and initiatives of the Program. | 31-12-2021 | Gender unit and Programme areas |  |  |
| 4.2 Require a specific allocation of resources for the promotion of gender equality in projects and initiatives. | 31-12-2021 | Gender unit and Programme areas |  |  |
| 4.3 Follow up on the effective implementation of commitments and on the allocation of specific resources for the promotion of gender equality. | 31-12-2021 | Gender unit and Programme areas |  |  |

\* Status of implementation is tracked electronically in the ERC database.