**PROGRESS REPORT on Independent Country Programme Evaluation (ICPE)**

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| **RECOMMENDATION 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, in the next programme period there will need to be a clear, focused approach, with fewer partners and clear areas and strategies of support.  |
| Management response: Agreed. | The timing of the development of the new CPD (2020-2025) is an opportunity for the country office to address the above-mentioned gaps. Over the past six months the country office has initiated various country office strategic positioning processes, including a Country Diagnostic Study that will feed into the CPD formulation processes. Further, the country office will conduct a stakeholder consultative meeting in the first quarter of 2020, during which the ICPE recommendations will be shared to frame the CPD focus. |
| Key action(s) | Completion Date | Key action(s) | Tracking\* |
| Comments | Status (initiated, completed or no due date) |
| 1.1 Develop new CPD completed, with a clear, focused approach and strategic areas of support aligned to the country office resource framework | September 2020 | Country office | A new CPD 2021-2025 was developed and approved in Sept 2020A Results and resources framework is an annex of the CPD. It is aligned to the CPD strategies and problem tree. | Completed |
| 1.2 Develop country programme evaluation plan which is strategic and focused to check progress towards agreed UNDP commitments | September 2020 | Country office | A costed country programme evaluation plan with timelines has been developed. An M&E Consultant has been recruited to support its implementation.An M&E reference group of IPs is being set up. | Completed |
| 1.3 Conduct consultative meetings in the first quarter to share the ICPE recommendations | February 2020 | Country office | The development of the annual work plan (AWP) which is aligned to CPD strategies has been initiated. Meetings with external stakeholders will be held to finalize the plan. A regular monitoring schedule will be developed to review its implementation. Capacity building on M&E will be conducted for IPs. 5 sub- committees will be set up to oversee implementation of the CPD. 1. Governance & Oversight Committee
2. Inclusive Growth (Poverty Committee)
3. Inclusive Growth (Environment Committee)
4. Governance Committee
5. M&E reference group.
 | Initiated |

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| **RECOMMENDATION 2**. | UNDP must critically examine its achievements in the implementation of the 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, reinforce trust between the organization and its partners, and strengthen its capacity to mobilize resources. |
| Management response: Agreed. | A Programme Management Support Unit (PMSU) will be established to strengthen the core programming compliance and quality assurance functions. Also, management will ensure results-based management systems and tools are effectively applied as part of regular programme management processes. The capacities of two staff members have been enhanced by participating in a regional training on M&E; one of the staff members will be part of the PMSU. In addition, the country office has recruited a communication consultant to develop a country office communications strategy, and a partnerships and resource mobilization consultant to support in developing the needed communication tools, alignment of reporting tools, and to map out a donors’ base and priorities to assist the country office to tap into traditional and non-traditional donors/partners. It is expected that with this support the country office will be able to better package and target its communication/messaging to partners and stakeholders and further enhance accountability of results. |
| Key action(s) | Completion Date | Key action(s) | Tracking\* |
| Comments | Status (initiated, completed or no due date) |
| 2.1 Establish PMSU | June 2020 | Country office | The PMSU has been established.The Head of PMSU has been recruited. | Completed |
| 2.2 Develop partnerships and communications strategy | May 2020  | Country office | A partnerships and communications strategy has been developed.An advocacy and communication consultant has been recruited. | Completed |
| 2.3 Develop standard operating procedures for programme, with clear control framework | February 2020 | Country office | Internal Control Framework has been developed.  | Completed |

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| **RECOMMENDATION 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, both during implementation and by partners after project closure. In addition, UNDP needs to redirect its support away from facilitation across numerous activities and give greater and more meaningful support to technical issues. |
| Management response: Agreed. | The country office will ensure that the new CPD is focused and has a clear theory of change. As indicated above, the country office has initiated activities to strategically position programme interventions away from multiple facilitation-related activities and will also ensure strict compliance with corporate results-based management system standards. Furthermore, the country office aims to establish a PMSU to strengthen reporting and monitoring/documentation of results. This will serve for effective follow-up during implementation, as well as for project closures. |
| Key action(s) | Completion Date | Key action(s) | Tracking\* |
| Comments | Status (initiated, completed or no due date) |
| 3.1 Conduct theory of change training for all staff | March 2020 | Country office | Training was conducted during development of CPD. | Completed |
| 3.2 ICT associate will train the office staff on the use of Share Point and utilize current Microsoft tools that UNDP has already purchased, such as Power BI. | June 2020 | Country office | Training was conducted and continued. | Completed |
| 3.3 The country office will develop an integrated monitoring and evaluation plan | March 2020 | Country office | A costed country programme evaluation plan with timelines has been developed.An M&E consultant has been recruited to develop plan. | Initiated |

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| **RECOMMENDATION 4**. | The country office should review the effectiveness of the allocation of programme and operations staff across the DAT structure and find ways to improve the allocation of its limited human resources. A strengthened focus and strategy for programme outcomes will resolve some of the current inefficiencies in implementation. |
| Management response: Agreed. | As part of the new CPD, the country office will review the current programme staffing structure with a view to ensuring alignment with the requirements of the new CPD. |
| Key action(s) | Completion Date | Key action(s) | Tracking\* |
| Comments | Status (initiated, completed or no due date) |
| 4.1 Review country office staffing structure and align it to the CPD | December 2020 | Country office | To be done as part of rollout of the new CPD  | Sept 2021 |
| 4.2 Identify staff learning needs and develop an action plan for learning | During 2020 | Country office | To be done as part of rollout of the new CPD | Sept 2021 |