

**UNDP Management Response Template  
EVALUATION REPORT**

**Evaluation of UNDP Suriname Country Programme 2017-2021**

Date: 7 June 2021

Prepared by: Margaret Jones Williams

Ruben Martoredjo

Meriam Hubard

Bryan Drakenstein

Cleared by: Jairo Valverde

Approved by: Jairo Valverde

Input into and update in ERC: Ruben Martoredjo

Position: Deputy Resident Representative.

Position: Sustainable Development Portfolio

Position: Democratic Governance Portfolio

Position: Environment Portfolio

Position: Resident Representative.

Position: Resident Representative.

Position: Programme Associate- M&E FP

Unit/Bureau: CO Suriname

Unit/Bureau: CO Suriname

Unit/Bureau: CO Suriname

Unit/Bureau: CO Suriname

Unit/Bureau: CO Suriname

Unit/Bureau: CO Suriname

Unit/Bureau: CO Suriname

**Overall comments:**

The nine recommendations are well noted and relevant as well as being timely as the Country Office moves to preparing the CPD for the new cycle of 2022-2026.

<b>Evaluation Recommendation 1:</b> Relevance, Effectiveness, Efficiency, Sustainability: Improve coherence and the programmatic logic of the future CPD by developing a programme Theory of Change as a basis for the new CPD RRF, based on an in-depth understanding of structural and underlying causes, assumptions and risks, including contextual risks and own limitations and strengths.				
<b>Management Response:</b>  Agreed.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1. Conduct a thorough stakeholder analysis, including the government, civil society and donor community, and carry out stakeholder consultations to identify their priorities, areas of convergence, partnership	June to September 2021	Deputy Resident Representative Heads of Programme Units		.

and financing opportunities and priorities and to define the niches where UNDP has a greater added value and can develop partnerships to ensure the sufficiency of outcomes and complementarity;				
2. Determine the potential sources of funding in advance to avoid overambitious outcomes and outputs, which cannot be implemented because of the lack of funds;	June to September 2021	Deputy Resident Representative Heads of Programme Units HQ and Regional Focal Points		
3. Identify the areas of greatest political sensitivity and risk and seek alliances to build alternative proposals;	June to September 2021	Deputy Resident Representative Heads of Programme Units		
4. Using the findings of the CCA and consultations with the stakeholders and UNCT, identify key deprivations to be addressed and carry out a causal analysis of the main gaps and barriers; define what is needed to address those gaps and barriers and who can address them.	June to September 2021	Deputy Resident Representative Heads of Programme Units		
<b>Evaluation Recommendation 2:</b> Relevance, GEEHR: Ensure that the process involves both duty bearers and rights holders to generate actions from the perspective of human rights and equality, including gender equality and women's empowerment.				
<b>Management Response:</b>  Agreed.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1. Consider carrying out surveys and focus group consultations with key population groups to identify bottom-up needs and build consensus on strategic solutions that transcend the temporality of five-year planning.	June 2021 to December 2026	Deputy Resident Representative Heads of Programme Units		
<b>Evaluation Recommendation 3:</b> <b>Relevance, Effectiveness, Efficiency: Consider developing programme portfolios with cross-sectoral synergies to increase horizontal integration and enhance</b>				

<b>programme relevance and effectiveness, using the ENR area as a possible point of entry.</b>				
<b>Management Response:</b>  Partially Agreed. Programme portfolios will consider cross-sectoral synergies to increase horizontal integration and enhance programme relevance and effectiveness.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1. Using the available corporate resources, consider carrying out “sense-making” exercises to kick-start the thinking about new approaches to complex challenges and develop a comprehensive vision of collective assets, capabilities, relationships and system effects of the entire country programme instead of a separate set of projects;	June to September 2021	Deputy Resident Representative Heads of Programme Units		
2. Based on the identified strengths and assets, develop packages of proposals for donor funding, leveraging IFIs, private sector and thematic/trust funds.	June 2021 to December 2026	Deputy Resident Representative Heads of Programme Units		
<b>Evaluation Recommendation 4:</b> <b>Relevance, Effectiveness: Develop the CPD Results Framework based on the Theory of Change (ToC) validated with a broad participation of the key stakeholders with the underlying assumptions and risks reflecting the realistic commitment and participation of all responsible parties, resource availability and mobilization perspectives, etc.</b>				
<b>Management Response:</b>  Agreed.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
1. Consider the concept of attribution/contributing, when developing the CPD outputs, to ensure the coherence and alignment with outcomes;	June to July 2021	Deputy Resident Representative Heads of Programme Units		

2. Consider developing intermediate outputs, to reduce the gap between the outcomes and outputs following the if/then logic of the ToC.	June to July 2021	Deputy Resident Representative Heads of Programme Units		
<b>Evaluation Recommendation 5:</b> <b>Relevance, Effectiveness, Efficiency, GEEHR: Improve the RBM capacities and gender-responsive M&amp;E culture in the CO and improve the monitoring at project and output level to track progress towards the outcomes.</b>				
<b>Management Response:</b>  Partially Agreed.				
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>	<b>Tracking</b>	
			<b>Status</b>	<b>Comments</b>
1. Strengthen the mechanisms for monitoring, evaluation and reporting, establishing minimum reporting benchmarks (at least annual and final) and minimum common formats and standards for project and programme monitoring;	January 2022-December 2026	Deputy Resident Representative Heads of Programme Units		
2. Ensure that the CO collects quality data disaggregated by gender, age, and other parameters for the construction of the baselines and targets and monitoring the progress of projects, and ensuring the Human Rights and Gender-Based approach in programming;	June to July 2021	Deputy Resident Representative Heads of Programme Units		Dependent on availability of funding to conduct studies and collect disaggregated data
3. Carry out regular training on Results-Based Management and ensure timely planning and accountability;	January 2022-December 2026	Deputy Resident Representative Head of Programme Units		
4. Consider a position for a M&E specialist, through core or project funding.	January 2022-December 2026	Deputy Resident Representative Heads of Programme Units		Dependent on availability of funding and approval by HQ
<b>Evaluation Recommendation 6:</b> <b>Relevance, Effectiveness, Efficiency, Coherence: Ensure constant course correction and adjustment of the CPD ToC, especially after the elections and subsequent changes in government, or other major events that affect the programme and the country in general.</b>				

<b>Management Response:</b>  Agreed.				
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>	<b>Tracking</b>	
			<b>Status</b>	<b>Comments</b>
1. Ensure continuous monitoring of progress according to the Theory of Change and risk analysis;	January 2022- December 2026	Deputy Resident Representative Heads of Programme Units		
2. Carry out mid-term review of the CPD regularly to verify the validity of the ToC and its assumptions and risks.	June 2024	Deputy Resident Representative		Mid-term Review of CPD will be carried out once, at the Mid Term period.
<b>Evaluation Recommendation 7: Relevance, Effectiveness, Efficiency, Sustainability: Improve the visibility and strategic positioning by increasing the communication and awareness on UNDP mandate, focus and programme portfolio.</b>				
<b>Management Response:</b>  Partially Agreed.				
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>	<b>Tracking</b>	
			<b>Status</b>	<b>Comments</b>
1. Consider communication as the development tool and develop a communication strategy and innovative tools based on a clear understanding of different audiences (government, CSO, donors, private sector, youth, ITPs, PWD, women, rural/urban populations), their needs, and expectations and access to different communication modalities;	July 2021 – June 2022	Deputy Resident Representative		Communication Capacity to be strengthened in the CO
2. Develop a CO knowledge management strategy and link it with the communication strategy to promote the UNDP offer and generate the demand for UNDP services;	July 2021 – June 2022	Deputy Resident Representative Heads of Programme Units		Communication Capacity to be strengthened in the CO. Knowledge Management and Communication

				Strategy to be across all programme areas.
3. Allocate funds for communication and public relations and outreach activities;	June 2021 - December 2026	Deputy Resident Representative Heads of Programme Units		Funds will be allocated where available and also through projects
4. Identify champions to promote topics of interest (SDG, Violence/GBV, Human Rights (ITPs, PWD), migration, gender, resilience, climate change, youth) in collaboration with the UN Agencies.	June 2021 – December 2026	Deputy Resident Representative Heads of Programme Units		
<b>Evaluation Recommendation 8:</b> <b>Efficiency, Effectiveness:</b> Strengthen the HR capacity in the area of SD and DG.				
<b>Management Response:</b>  Partially Agreed.				
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>	<b>Tracking</b>	
			<b>Status</b>	<b>Comments</b>
1.Look for opportunities to fund additional posts to enhance the DG and SD areas, especially if the separate position of Gender Focal Point is not envisaged.	December 2022	Deputy Resident Representative		Additional posts will be dependent on approval by HQ
<b>Evaluation Recommendation 9:</b> Sustainability: Strengthen sustainability strategies in projects and for the CPD				
<b>Management Response:</b>  Agreed.				
<b>Key Action(s)</b>	<b>Time Frame</b>	<b>Responsible Unit(s)</b>	<b>Tracking</b>	
			<b>Status</b>	<b>Comments</b>
1. Ensure to develop adequate sustainability and exit strategies for activities and projects under the CPD, based on the original ToC assumptions and risks and follow up through continuous situational and performance monitoring.	January 2022-December 2026	Deputy Resident Representative Heads of Programme Units		

\* The implementation status is tracked in the ERC.

**Prepared by:**

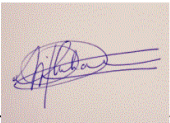
Margaret Jones Williams, Deputy Resident Representative

  
.....

Ruben Martoredjo, Sustainable Development Portfolio / M&E Focal Point

Ruben Martoredjo 01-Jul-2021  
.....

Meriam Hubard, Democratic Governance Portfolio

  
..... 01-Jul-2021

Bryan Drakenstein, Environment Portfolio

  
..... 01-Jul-2021

**Cleared by:**

Jairo Valverde Bermudez, Resident Representative

Jairo Valverde  
.....

**Approved by:**

Jairo Valverde Bermudez, Resident Representative

Jairo Valverde  
.....

**Input into and update in ERC:**

Ruben Martoredjo, M&E Focal Point

Ruben Martoredjo 01-Jul-2021  
.....