**UNDP management response template**

**Evaluation of UNDP CPD 2016-2010 Outcome 1: O.1: State Institutions, including in the areas of defence, security, and justice, consolidate stability and the rule of law, democratic participation, and equitable access to opportunities for all**

Date: December 2021

Prepared by: Luana Natali Position: Head of Governance Unit/Bureau: Programme/Guinea-Bissau

Cleared by: Position: Unit/Bureau:

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

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| **Evaluation recommendation 1.**  UNDP should review its office structure in terms of human resources as it appears to be currently understaffed with key posts left vacant (Gender specialist, M&E specialist, Justice Program Analyst…) |
| **Management response: Accepted** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 Revision of the CO organigramme | 2021 | Senior Management  |  | Initiated |
| 1.2 Recruitment of CTA Rule of Law | 2019 | Governance Cluster |  | Completed  |
| 1.3 Recruitment of M&E officer(s) | 2021 | Programme/PMSU |  | Completed |
| 1.4 Recruitment of Gender Specialist | 2021 | Human Ressources |  | Initiated  |
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| **Evaluation recommendation 2.** Consider the possibility of obtaining a P-4 or P-5 level post for ensuring programme design and coordination in the areas of Rule of Law, Security, Defence, Mediation and Conflict resolution, in line with the possible closure of the UNIOGBIS mission |
| **Management response: Accepted**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 Recruitment of CTA Rule of Law (P5) | 2019 | Governance Cluster |  | Completed  |
| 1.2 Recruitment of transition consultant  | 2020-2021 | Governance Cluster |  | Completed  |
| 1.3 Recruitment of Civil Society Development Advisor in the context of UN transition  | 2021 | Governance Cluster |  | Completed |

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| **Evaluation recommendation 3.**  Multiply efforts to ensure coordination among the UN system actors. |
| **Management response: Accepted** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 UNDP to assume the chair of the PMT to encourage better coordination within UNCT and lead the process for CCA and UNSDCF elaboration and overall better coordination | 2020 | Senior Management |  | Completed |
| 1.2 UNDP to chair the outcome group 1 of UNSDCF for better coordination in the areas of governance, rule of law and peacebuilding. | 2020 | Governance Cluster |  | Completed |
| 1.3 UNDP to create an online platform to facilitate the coordination of UN AFPs actions at local level  | 2020 | Governance Cluster |  | Completed |

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| **Evaluation recommendation 4.**  Provide a sustained support to the promising developments and results obtained in relation to oversight of public accounts and CSO monitoring of government policies in order to ensure the proper mechanisms are in place. |
| **Management response: Accepted** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 Sustain and expand UNDP’s project in support of oversight mechanisms of State institutions (ProPALOP project) | 2020 | Governance Cluster |  | Completed |
| 1.2 Activate initiatives to support CSOs monitoring of public policies, including state budget implementation | 2020 | Governance Cluster |  | Completed |
| 1.3  |  |  |  |  |

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| **Evaluation recommendation 5.**  In the justice sector, review the strategic positioning: CAJ have now been financially supported for eight years, but UNDP should review the whole criminal justice chain to identify where bottlenecks are found in order to define its future interventions in support to MoJ. Construction of infrastructure is a means to an end, but not an objective, that must be strategically designed to add value. |
| **Management response: Accepted** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 Revise Justice sector interventions in order to evaluate the impact and analyze the main bottlenecks and challenges  | 2021 | Governance Cluster |  | Completed |
| 1.2 Develop a new project document with the support of the Crisis Bureau/Rule of Law team in order to better identify entry points for achieving higher impacts in the rule of law, especially with regards to access to justice | 2021 | Governance Cluster |  | Completed |
| 1.3  |  |  |  |  |

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| **Evaluation recommendation 6.**  UNDP should develop specific strategies for Capacity Development, Gender Mainstreaming, Human Rights, Awareness Raising, each with an implementation plan and a results framework, to ensure it is incorporating the technical expertise required in each of its interventions. |
| **Management response: Accepted** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 Carry out trainings and awareness raising activities on gender mainstreaming, inclusion, diversity and HRBA. | 2021 | Programme |  | Completed |
| 1.2 Carry out a results-based management refresher/training for all personnel | 2022 | Programme |  | To be done |
| 1.3 Create a Gender Committee | 2021 | Programme |  | Completed  |

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| **Evaluation recommendation 7.**  UNDP should consider investing in developing a stronger M&E system, including a dedicated knowledge management function, through the recruitment of specialized staff, training of UNDP managers in RBM and M&E, to ensure a common understanding and language is used in the CO, including for developing Theories of Change which explain the logic of the chain of results that lead to the outcome statements. |
| **Management response: Accepted**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 Strengthen the Programme Management Support Unit |  | Programme |  | Completed |
| 1.2 Recruit at least one M&E officer for the CO |  | Programme |  | Completed |
| 1.3 Consider integrating M&E officers within programme clusters  |  | Programme |  | Completed  |
| 1.4. Create a KM strategy and platform for the CO | 2020 | Communication and partnerships  |  | Completed |

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| **Evaluation recommendation 8.**  UNDP should review its internal guidance on the formulation of outcomes and outputs as some are too ambitious, not achievable in the CPD time-frame and not fully aligned with the recommended technical specifications. |
| **Management response: Accepted**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 With the formulation of the new CPD, ensure new projects have outcomes and outputs aligned to it. | 2021-2022 | Programme |  | Initiated |
| 1.2  |  |  |  |  |
| 1.3  |  |  |  |  |