Management response template

**UNDP management response template**

**[Midterm Evaluation of MAGP]** Date:3/12/2021

Prepared by: Anita Bakhtiyar Position: Programme Officer Unit/Bureau: RBAP/DGU

Cleared by: Kaiser Ishaq Position:ARR Unit/Bureau:DGU

Input into and update in ERC: Nisa Bibi Position:RBM Associate Unit/Bureau: RBAP/MSU

|  |
| --- |
| **Evaluation recommendation 1.**It is therefore recommended that the Project’s design is updated to reflect these new security and political realities of the merged areas and Khyber Pakhtunkhwa.  |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 MAGP is aware of the changing situation in the Merged Areas and will be updating the Project Document to reflect its strategic re-positioning, modified goals and updated management structure.  | June 2022 | Project Management |  | Initiated |

|  |
| --- |
| **Evaluation recommendation 2.** Decentralized implementation of the Project’s interventions in the coming months, with units moved to divisional headquarters could be explored as a solid alternative to the “province-heavy” delivery mechanism, adopted so far; this would likely reflect the grass root impact and ownership of local administrative structures in a more meaningful and impactful manner. |
| Management response: |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1.2 District focus and strengthening is a top priority for MAGP in all its planning moving forward, and has been supported through deploying a team in each district of the MA. The team of 21 development experts is  | April 2022 | MAGP Result Area 4: District support teams (led by the Field Augmentation Support team) |  | Initiated |

|  |
| --- |
| **Evaluation recommendation 3.** The Project’s work on the production of legal drafts, instruments and bills for the KP Government seems to be limited in terms of the required linkages with relevant Government departments. It is therefore recommended that the work under this stream be passed over to the UNDP’s Amn o Insaaf Project, as that project is better suited to undertake this work |
| **Management response**:  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 3.1 Justice reform work has been carried out under the Rule of Law project; future RoL work will be undertaken by MAGP/Amn-o-Insaf subject to future funding availability and will be closely linked to AIP II. | N/A | N/A |  | Completed |

|  |
| --- |
| **Evaluation recommendation 4.**  The VC/NC data could be used to calculate a composite index that makes use of the various variables in the dataset to arrive at a single numeric value that could be used to rank VC/NCs on their overall level of development and availability of facilities. This will be useful in identifying priority VC/NCs as well as priority regions within the merged areas. |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 4.1 Any further work on VC/NC district profiles is not possible as it is the Local Government department’s property and is to be used at the discretion of the new LGs in the Merged Areas | N/A | N/A |  | N/A |
| **Evaluation recommendation 5.** The datasets produced by the Project fill a vacuum in data available on the merged areas. However, dissemination of these datasets could be improved. For starters, advocacy should be carried out with the KP Government to encourage them to allow public access for all the datasets. Furthermore, dissemination events could be carried out in major universities across the country to encourage students as well as academia to use the data for their research projects. Similarly, the datasets could be used to create more infographics to disseminate through social media accounts of the Project. |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.5 Currently MAGP holds dissemination of survey results with a closed group of donors and KP govt., since it is the government’s discretion to make the results of the surveys public. Results of the AIP baseline survey are publicly available on the KP government’s P&D website.For future results, MAGP will advocate for increased transparency and publicly available data. | April 2022 | UNDP- MAGP, PMU |  | Initiated |
| 1.2  |  |  |  |  |
| 1.3  |  |  |  |  |
| **Evaluation recommendation 6.** Given the issues with the recruitment of survey firms. It is recommended that a Long-Term Agreement (LTA) is signed with a survey firm to avoid the procurement delays in the onboarding process. Similarly, efforts should be made to give the selected firm a special status with regards to NOC requirements for conducting the survey. This is expected to result in reduced processing times for these two crucial bottlenecks |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.6 In the same vein, MAGP has just signed a long-term agreement with BOS for baseline data collection for selected SEPs, to build on the existing capacity and reach of the BOS and strengthen project partnerships. | Completed | Project Management/Operations |  | Completed |
|  |  |  |  |  |
| 1.3  |  |  |  |  |
| **Evaluation recommendation 7.** The dearth of data in merged areas is such that the robocall/SMS surveys provide a convenient option for data collection. However, to truly assess the reliability of these surveys, there is a need to map the catchment areas of the telecom providers, to highlight areas that are not accessible via this technology. Furthermore, an assessment could be carried out to gauge the technical abilities, such as the ability to read and respond to text message and robo calls, of the population of the merged areas. It is essential to explore the limitations of this method, before more rounds of such surveys are carried out. |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.7 Limitations of this method was already discussed, and design amended for Round 3 of the mobile based Citizen Poll of 2021, where the SMS option was dropped. Further analysis will be done when refining the design for future mobile based surveys. | Completed | M&E, MAGP Data analytics team |  | Completed |
| 1.2  |  |  |  |  |
| 1.3  |  |  |  |  |
| **Evaluation recommendation 8.** It is recommended that the LGA Program be extended with an expanded scope of work. Besides awareness raising the LGAs could also perform enumeration duties for surveys. Given the constraints in conducting the regular surveys as well as SMS/Robo call surveys, the LGA presence and mobility in the merged areas could be leveraged to conduct surveys as well.  |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.8 LGA program has been discontinued moving forward due to lack of project funds, a factor beyond MAGP’s control | N/A | N/A |  | N/A |
| 1.2  |  |  |  |  |
| 1.3  |  |  |  |  |
| **Evaluation recommendation 9:-**  In terms of outreach, social media tend to have a higher outreach in some tribal districts than TV. The Project should conduct an analysis of the overall engagement using social media analytics to understand the demographics of those groups that are being reached through the social media campaign. This will help with finetuning the campaign according to the response from the audiences. The Local Government Ambassador (LGA) Program can play a crucial role in increasing the Project’s outreach. It is therefore recommended that the program be extended with an extended scope of the program. On awareness raising the primary focus should be on decentralized service delivery and grass root empowerment. Furthermore, other awareness raising needs such as that on COVID-19 as well as on the landmines awareness issue could also be considered and developed in consultation with the Government of Khyber Pakhtunkhwa. In terms of reaching out to women, the LGA program could consider benefiting from the lessons learnt in SELP TDEA strategy in its successful outreach to women. The Project’s communication products could be disseminated through LGA led community level awareness sessions where the TVCs could be played on projectors, especially in areas with low TV and internet access. Characters created in the TVCs could also be promoted through flyers and pamphlets to leverage the recognition of these characters, such as the “Gubru”[[1]](#footnote-1) character.  |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 9.1- MAGP’s communication team has already started doing some analysis for the social media demographics, which is dependent on the resources and software available. The future workplan includes efforts to reach more online audiences of the MA by video boosting and strategies to increase online traffic. LGA cannot be used for outreach as that component is now closed. | March 2022 | SCU |  | Initiated |
| **Evaluation recommendation 10:-** The Project’s Pashto communication products are in the most popular dialect of Pashto, i.e., the Peshawar valley dialect. While this is likely to be understandable in most of the tribal districts, but for the districts of Kurram, North Waziristan, and South Waziristan there might be some difficulty in understanding this dialect, especially for women as they tend to have lower exposure to other dialects than most men from these areas. Therefore, it is recommended that the local dialects for these tribal districts should also be considered for translation..  |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 10.1 MAGP is aware of the changing situation in the Merged Areas and will be updating the Project Document to reflect its strategic re-positioning, modified goals and updated management structure.  | June 2022 | Project Management |  | Initiated |

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

1. [↑](#footnote-ref-1)