Management response

**UNDP management response [Final Evaluation: Integrated Reconciliation Project]** Date: 16 January 2022

Prepared by: Position: Nadia Alawamleh,Team Leader Unit/Bureau: Social Cohesion Programme

Cleared by: Position: Zena Ali Ahmad, Resident Representative Unit/Bureau: UNDP Iraq

Input into and update in ERC: Position: Farooq Al Wakeel-Programme Management Specialist Unit/Bureau: PMSU- UNDP Iraq

|  |
| --- |
| **Evaluation recommendation 1.** Focus on empowering women members of LPCs/CDCs to strengthen gender elements and participation of women in promoting peace and security in their communities and in Iraq.  |
| Management response: UNDP Iraq acknowledges the recommendation made and accepts that it is important to explore more ways to have greater participation and involvement of women in LPCs/CDCs..  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 Provide further opportunities for community initiatives/community engagement with Local Peace Committees (LPCs)/Community Dialogue Committees (CDCs) with a direct focus on women empowerment and equality | 31 December 2022 | Social Cohesion Programme |  | Initiated |
| 1.2 Advocate with LPC/CDC members and community for increased women membership in LPCs/CDCs | 31 December 2022 | Social Cohesion Programme |  | Initiated |

|  |
| --- |
| **Evaluation recommendation 2.** Design specific interventions in future programmes with emphasis on livelihoods and income-generation for women from different sects and religions. This would contribute to their social and economic empowerment, as well as offer opportunities for improved social cohesion and peaceful co-existence through gender-sensitive supply chains and marketing.  |
| Management response: Under the social cohesion programme in the Iraq Country Office, an ongoing project, Community-based Reintegration and Reconciliation (C2RI), currently addresses economic empowerment and reintegration by providing vocational and business trainings, provides immediate income generating opportunities through cash-for-work activities, and provides grants for small and medium enterprises to be strengthened. This project will mainstream gender equality throughout and is aiming for even distribution of interventions (50% women and 50% men). UNDP will aim to expand this type of support through its continued social cohesion programme.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 2.1 Future activities for reintegration and Prevention Violent Extremism (PVE) will include livelihoods components and encourage economic reintegration-focused activities within community initiatives implemented in social cohesion programme, and will also aim for equal gender representation (50% men and 50% women) | 31 December 2022 | Social Cohesion Programme |  | initiated |
| 2.2 Put in place a coordination mechanism to coordinate closely with UNDP Iraq livelihoods programmes to work jointly in targeted locations and contribute to support reintegration, reconciliation and social cohesion | 31 December 2022 | Social Cohesion Programme |  | initiated |

|  |
| --- |
| **Evaluation recommendation 3.** For future programming, target children as a primary target beneficiary group. Other UN agencies such as UNICEF and UNODC are working with children, joint programmes can be considered. This could be done through de-radicalisation activities to ensure adequate assimilation within communities. Also, through activities that help them cope with post-war fear and trauma. Children could also be reached through teachers, community groups after receiving necessary capacity building.  |
| **Management response**: UNDP accepts this recommendation. With the PVE and Mental Health and Psychosocial Support (MHPSS)-focused interventions being implemented by the Community-based Reintegration and Reconciliation (C2RI), project under the social cohesion programme gathering more momentum, future programming can further focus on family programmes and build capacities of local partners to engage children. Additionally, UNDP can explore ways to strengthen collaboration/partnerships with UNICEF and UNODC to reach children and juveniles by leveraging their mandates and expertise.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 3.1 Include family and teacher focused PVE activities in UNDP Iraq’s programming  | 31 December 2023 | Social Cohesion Programme |  | No due date. Ongoing efforts.  |
| 3.2 Explore strengthening coordination and joint programming opportunities with UNICEF and UNODC on PVE  | 31 December 2023 | Social Cohesion Programme |  | No due date.Ongoing efforts |
| **Evaluation recommendation 4.** Although there are several UN coordination mechanisms and UNDP is present strongly in the leading seat or as active member, there is an opportunity for joint programming with other UN agencies and development partners active in Iraq, according to their mandates and fields of expertise. This may include with UNICEF for children’s programming, ILO for livelihoods and decent work for vulnerable groups and IDPs and others.  |
| **Management response**: UNDP welcomes this recommendation, and proposes to explore more synergies and cooperation, including opportunities for joint programming with UN agencies. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 4.1 Approach UN agencies (i.e. UNICEF, ILO, UNODC) to explore opportunities to design/implement joint programmes  | 31 December 2022 | Social Cohesion Programme |  | initiated |
| **Evaluation recommendation 5.** Create the necessary linkages between the peace mechanisms that are established and empowered on the ground (YPGs, WPGs, LPCs/CDCs) and local authorities to strengthen their roles and have more impactful initiatives in their areas.  |
| **Management response**: UNDP accepts this recommendation and has been working to create stronger linkages between newly established CDCs, YPGs, and WPGs |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 5.1 Organize bi-annual meetings between the 5 Women Peace Groups (WPGs) and 5 Youth Peace Groups (YPGs) established in each governorate, to strengthen linkages. | 31 December 2022 | Social Cohesion Programme |  | initiated |
| 5.2 Hold an annual national and sub-national level conference between government authorities and the established peace mechanisms  | 31 December 2022 | Social Cohesion Programme |  | Initiated |
|  |  |  |  |  |
| **Evaluation recommendation 6.** For future programming, embed outcome-level monitoring into the M&E project plan with indicators that are aligned with the UNDP’s Country Programme in Iraq, contributing to the corresponding outcome.  |
| **Management response**: Social cohesion programme will include indicators in future projects to periodically measure the programme’s impact at the outcome level and will review ongoing projects to determine if any revisions to results frameworks should be made through the inclusion of outcome level indicators. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 6.1 Review ongoing project’s results framework to determine if intermediate outcome indicators can be included to determine change/impact | 31 December 2022 | Social Cohesion Programme |  | Not initiated  |
| 6.2 Consider the inclusion of intermediate outcome indicators within the results framework of any future projects | 31 December 2023 | Social Cohesion Programme |  | Not initiated |
| 6.3 |  |  |  |  |
| **Evaluation recommendation 7.**Consider a robust sustainability strategy to be developed during the design phase of the future programme, and to remain a live document updated throughout the project lifetime. The elements should cover resource mobilization and funding, exit and government handover and endorsement, as well as expansion in more areas. LPCs/CDCs should be specifically capacitated on resource mobilization for sustainability.  |
| **Management response**: The Social Cohesion programme developed an Integrated Social Cohesion Programme (ISCP) that is live document and has been lately updated and extended to 2025 and will be reviewed annually taking into consideration resource mobilization and sustainability .  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 7.1 Annual revision of the ISCP with ensuring sustainability of results responds to the changes in context  | 31 December 2022 | Social Cohesion Programme |  | Not Initiated |
| 7.2 Build the capacities of LPCs/CDCs in Resource Mobilization for sustainability  | 31 December 2023 | Social Cohesion Programme |  | Initiated  |
| **Evaluation recommendation 8.** Consider holding regular discussions with facilitators and local partners (such as Youth and women Groups) on security and access concerns while implementing activities and exploring options for mitigation of risks, though this is done by the team on case by case, it is recommended to be done regularly. |
| **Management response**: UNDP fully accepts this recommendation. Regular follow up meetings and discussions can take place.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 8.1 Develop and manage a schedule for setting meetings with groups and facilitators in 2022 | 31 December 2022 | Social Cohesion Programme |  |  |

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