

UNDP Management Response

Final Evaluation of “Community-Oriented Policing Services” Project (COPS) in Afghanistan

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Prepared by: Sainey Ceesay

Position: Project Manager
Unit/Bureau: AFG/RBAP

DocuSigned by:

Sainey Ceesay

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Cleared by: Surayo Buzurukova

Position: Deputy Resident Representative
(Programme)
Unit/Bureau: AFG/RBAP

DocuSigned by:

Surayo Buzurukova

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Input into and update in ERC:
Hashmatullah Waisy

Position: RBM Associate
Unit/Bureau: Development Effectiveness Unit

DocuSigned by:

Hashmatullah Waisy

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Evaluation recommendation 1. To improve the project design, especially in the context of future interventions, annex to the ProDoc the Partner Capacity Assessment Tool and HACT Micro Assessment when the project employs the HACT modality. In the case of the COPS project, this was particularly relevant as the ProDoc indicated that the assessment of the MOIA capacities concluded that the institution was not able to meet the standards to undertake financial services.

Management response: Agreed. No “Key Action(s)” required as the project has been foreclosed because of the sudden political shift in the country i.e., 15th August 2021.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
1.1				
1.2				
1.3				

Evaluation recommendation 2. To improve the contingency planning during the project design. Conducting a comprehensive risk analysis could provide viable mitigation measures during the project implementation phase.

Management response: Agreed. The Country Office has established an Integrated Risk Management Unit (IRMU), which conducts comprehensive risk analysis for projects during design phase and follows up its implementation throughout the project life cycle.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
2.1				
2.2				
2.3				

Evaluation recommendation 3. To elaborate an exit strategy from the beginning of the intervention. The project design should reflect the vision of how the results will be secured and what follow-up actions are expected from the authorities following the project's finalization. This aspect could improve sustainability and national ownership

Management response: Noted. However, sustainability of project results and exit strategy are an integral part of project development template.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1				
3.2				
3.3				

Evaluation recommendation 4. To improve implementation, enhance the planning and hands-on monitoring of the project implementation. Many of the staffing and recruitment challenges could have been addressed through better project oversight. Respectively, to tackle the recruitment challenge, UNDP has various modalities in place, such as sourcing people from other country offices to provide initial support to projects. Another recommendation to tackle this challenge is the prioritization of project staff recruitment at the operationalization/ inception phase of the project. Alternatively, when the project is continuously facing “double-hatting”, the project team could receive on-the-spot training that allows increasing capacities to take over the tasks or positions that remain vacant or the ones that were annulled/ cancelled.

Management response: Noted. The Country Office has established a human resource pooling mechanism to tackle the capacity gap at the projects’ level.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
4.1				
4.2				
4.3				

Evaluation recommendation 5. To strengthen the risk management of interventions, especially in complex security contexts. This should represent a continuous exercise involving an adaptive management approach. The provisions of the UNDP Guidance Note “Managing Risks Across UNDP Programming and Operations” as well as other resources could help the project teams in better understating the 55 importance of risk management.

Management response: Agreed. The Country Office has established an Integrated Risk Management Unit (IRMU), which conducts comprehensive risk analyses for projects during design phase and follows up its implementation throughout the project life cycle.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
5.1				
5.2				
5.3				

Evaluation recommendation 6. To prepare methodologies and guidance documentation for the monitoring practices at the project level to empower the project team to perform efficient M&E functions.

Management response: Noted. The CO has established a robust M&E system to assist projects in data collection, analysis and reporting in agile environment. Also, the CO has in place a M&E working group consisting of pooled human resources from across the board to maintain the M&E mechanism.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
6.1				
6.2				

6.3				
Evaluation recommendation 7. To assign a gender and LNOB focal point in the project team that will assure the mainstreaming of the respective aspects in the project activities and documents.				
Management response: Noted. A senior national Gender Specialist was assigned to work with all MOIA related projects and ensure gender-sensitive project implementation and reporting.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
7.1				
7.2				
7.3				
Evaluation recommendation 8. To improve the monitoring of the project reports' quality. This recommendation concerns the quarterly, annual, and final project reports that were provided by the COPS project. Good quality reports improve the evaluation of the project and provide useful insight into the project implementation. Unfortunately, in the case of the COPS project, the reports contained mostly repetitive information that was formulated in a rather abstract manner which made the extraction of information for conducting the final evaluation challenging.				
Management response: Agreed. The reporting SOP has been designed, where each CO unit has a clear responsibility to ensure quality and timeliness of project reports.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
8.1				
8.2				
8.3				
Evaluation recommendation 9. To collect data and report on the progress toward SDG achievement. The ProDoc indicated that the COPS project aimed to contribute to the achievement of SDG 16: Peace, Justice, and Strong Institutions.				
Management response: Agreed.				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status
9.1				
9.2				
9.3				