

UNDP Management Response – JPYES Terminal Evaluation

Date: 2019

Prepared by: Sukumar Mishra

Cleared by:

Input into and update in ERC:

Position: Project Manager, JPYES

Position:

Position:

Unit/Bureau: ERD

Unit/Bureau:

Unit/Bureau:

Overall comments:

The main recommendations of the Terminal Evaluation Report are, as follows:

- **Roles and responsibilities of government authorities and PUNOs** are to be clearly articulated in the programme document; and all partners are to agree and familiarize themselves with their respective roles and responsibilities as well as embrace JP principles to get benefits
- **Effective coordination** of joint programme is key to success of the intervention. The multi-stakeholder coordination mechanism (both vertical and horizontal), led by the government authorities, is to be developed at all levels.
- In order to perform their tasks and responsibilities effectively, the coordinating authorities should be supported to **develop their capacities** in a holistic way – for which the JP is to allocate adequate resources. This will be helpful for sustainability of the interventions and national ownership.
- The joint programme should have an effective **Programme Management Unit (PMU)**, with allocation of adequate resources, that will have both programme management and coordination functions, following the RMB principles.
- When the interventions of the Joint Programme **deviate from the original Theory of Change**, it should be agreed by all partners and documented; and the project document is to be amended accordingly and timely.
- To have better results, the value chain and skills development interventions need to be implemented in a holistic way, starting from the analysis exercise, identification of priority issues and addressing them, in collaboration with all the key stakeholders.

Since the JP Youth Employment Somalia (JPYES) will come to an end on 31st December 2019, most of the recommendations of the evaluation report will be used for the effective and efficient planning, implementation and management of the 2nd generation employment programme.

Evaluation Recommendation or Issue 1: The principles of joint programming should be embraced by participating agencies, and agreed upon, before program implementation commences to avoid complications and conflicts during program implementation. The program should be run following the joint programming principles for the effective coordination.

Management Response: The PUNOs did not manage to work jointly during the implementation of planned activities, as the activities implemented were not joint initiatives, except some fishery initiatives undertaken jointly by UNDP and FAO. This is relevant to all the joint programmes and will, if implemented, improve the effectiveness and efficiency of the implementation. Since the JPYES will be ending on 31st December 2019, UNDP will ensure that the recommendation is taken into consideration in other joint programmes, that are under planning stage or ongoing.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1.1. description activities, then specifics as needed a. The principles of joint programming should be agreed and incorporated in the design of 2 nd generation employment programme by the PUNOs	20 th December 2019	JPYES Coordination	Completed	N/A

b. The roles and responsibilities of the governments are to be clearly highlighted in the JP document and agreed by the governments.				
Evaluation Recommendation or Issue 2: Capacities development of key government partners should be prioritized to enable the government to perform their roles in program implementation, coordination and oversight at all levels.				
Management Response: In order to coordinate the JP effectively, the government counterparts are to be supported to develop their capacities at all levels. In JPYES project document, this was not reflected clearly and no resources were allocated. However, in the 4 th quarter of 2017, the PUNOs allocated 3% of the resources and then increased further, upon the PSC's endorsement. Since the JPYES will come to an end on 31 st Dec 2019, UNDP and other PUNOs will ensure that the oversight and coordination mechanism, led by the government, is part of the joint programme; and adequate resources are allocated to it.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
2.1. description activities, then specifics as needed a. The capacity development of the coordinating authorities is to be highlighted clearly and adequate resources are to be allocated for its effective function for the 2 nd generation of employment programme.	20 th December 2019	JPYES Coordination	Completed	N/A
Evaluation Recommendation or Issue 3: The capacities of the concerned technical ministries should be developed, so that they will be able to contribute to provide their technical support to the programming effectively – this should be integral part of the planned activities and adequate resources are to be allocated.				
Management Response: Considering the Somali context where the capacities of the ministries are limited, this recommendation is relevant. In JPYES, UNDP and other PUNOs implemented its most of the planned activities through NGOs and private sector, where the line technical ministries provided their oversight role which was considerably minimal. Capacity development of technical ministries is critical for the sustainability of the interventions. Since the JPYES will come to an end on 31 st December 2019, UNDP and other PUNOs will ensure that this recommendation is taken into consideration in other programmes and projects.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
3.1 description activities, then specifics as needed a. Integrate capacity development of relevant technical ministries in the planned activities of the 2 nd generation employment programme/project.	20 th December 2019	JPYES Coordination	Completed	N/A
Evaluation Recommendation or Issue 4: Capacity development of relevant government departments in legal labour frameworks and statistics should be continued in the next phase as it enables government to address employment issues at a national and macro-level – and to involve other relevant sectors, e.g. the private sector, to participate.				

Management Response: Although some activities were implemented at the last phase of JPYES implementation, institutionalization and capacity development of government institutions was not emphasized. The design of 2 nd generation of employment programme has already taken into consideration of this.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
4.1 description activities, then specifics as needed a. Incorporate the institutional capacity development in labour market information management in the 2 nd generation employment programme design	15 th December 2019	JPYES Coordination	Completed	
Evaluation Recommendation or Issue 5: The joint programme should have an effective Programme Management Unit (PMU) , with allocation of adequate resources, that will have both programme management and coordination functions, following the RMB principles.				
Management Response: In JPYES implementation period, although the JPYES project document says PMU to set up, it did not materialize and ended up with a Programme Coordination Unit, run by a Coordinator, supported by a UNDP Project Team, with very limited or no responsibility of overall programme management. There was also vacancy of the Coordinator position for a longer period. As a result, it did not coordinate or provide overall management support to the JP effectively and efficiently.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
5.1 description activities, then specifics as needed a. Develop the agreed upon TOR on PMU and include in the 2 nd generation of employment programme proposal, with adequate resources	15 th December 2019	JPYES Coordination	Completed	
Evaluation Recommendation or Issue 6: It will maximize the benefits of the investments, when the supports to skills and enterprise development, such as needs analysis, building training facilities, establishing TVET legal frameworks and certification, providing tailored trainings considering the needs of both employees and employers, job placement, apprenticeship programs, enterprise development, legal frameworks for labour and employment, are interlinked in an integrated way.				
Management Response: This recommendation is relevant and a good practice, identified from the UNDP-supported YES interventions in fishery and solar sectors. The relevant interventions that lead to employment creation should be designed and implemented in an integrated way to ensure the creation of decent and productive employment opportunities for the young people. This needs to be taken into consideration in the 2 nd generation employment programme.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
6.1 description activities, then specifics as needed a. Design the relevant interventions of employment creation in an integrated way in the 2 nd generation employment programme proposal	15 th December 2019	JPYES Coordination	Completed	

Evaluation Recommendation or Issue 7: Women and men participation ratio in programme should be 50:50 (not 30:70) as per the corporate standard; and women must be given equal opportunities in economic participation.				
Management Response: Although UNDP's participation of women and men ratio was 54:46, the women participation was considerably low in some PUNOs. This is why, the overall women participation rate in JPYES stands at 40%, although the JPYES project document says that at least 30% women is to participate in the JPYES. JPYES team has taken action to consider this recommendation in the design of the 2 nd generation employment programme.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
7.1 description activities, then specifics as needed a. Include women and men participation ratio: 50:50 in the design of the 2 nd generation employment programme.	15 th December 2019	JPYES Coordination	Completed	
Evaluation Recommendation or Issue 8: The value chain development should follow the value chain principles in a strategic way and focus on productive sectors that have high employment generation potential as well as the markets. The value chain programs should not only be limited to micro-enterprises, but to involve medium enterprises as well.				
Management Response: This is correct. Although JPYES, as per the project document, was expected to undertake value chain development following the relevant principles, but it could not comply much. PUNOs undertook their planned activities, especially skills development activities in different sectors, without following the standard value chain development steps – such as analysis of the sectors, identification of specific product/s, identification and prioritization of problems, design and implement the strategy and action plan, track the progress on addressing the selected problems. There were some positive steps taken by UNDP and FAO in fish value chain development during the JPYES implementation. In the 2 nd generation employment programme, this needs to be considered.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
8.1 description activities, then specifics as needed a. Include value chain initiatives, following the standard principles, in high potential employment generation sector/s.	20 th December 2019	JPYES Coordination	Completed	
Evaluation Recommendation or Issue 9: Any deviation from the original Theory of Change of the joint programme should be agreed by all partners and documented; and the project document is to be amended accordingly and timely.				
Management Response: This recommendation is noted and applied during the programme implementation.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
9.1 description activities, then specifics as needed a. Amend to the project document, if there is any changes to the original project document.	20 th December 2019	JPYES Coordination	Completed	

Evaluation Recommendation or Issue 10: The JPYES Program Document did not specify the roles and responsibilities of different ministries. This created opportunities of inter-ministerial misunderstandings over leadership and responsibilities, as well as ownership of the program. It is therefore recommended that in the next phase the roles of the different line ministries be clarified and agreed upon.

Management Response: At the initial stage of the programme implementation, there were misunderstandings of the relevant ministries occurred over the roles and responsibilities in the JPYES programme, and these were resolved through the consultation process. It will be ensured that the 2nd generation employment programme includes the relevant ministries at all levels as well as their roles and responsibilities, agreed by them.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
10.1 description activities, then specifics as needed a. Identify the relevant ministries to be involved in the programme at all levels, based on the planned interventions and mention the roles and responsibilities of the identified ministries clearly in the 2 nd generation employment programme proposal.	20 th December 2019	JPYES Coordination		Completed

* The implementation status is tracked in the ERC.