

Management Response to Independent Strategic and Corporate Programme Evaluations¹

The Administrator assigns the preparation of the management response to a responsible bureaux or unit. Key stakeholders and other relevant UNDP bureaux/units/offices should be engaged in the preparation of the response. The management response to evaluations should be clear and comprehensive, and consist of the following elements:

- *Key issues and recommendations:* Are the issues and recommendations relevant and acceptable?
- *Key actions:* What are the concrete proposed actions? Who are the key partners in carrying out the actions?
- *Implementation of the actions:* Who are the responsible units? What is the timeframe for implementation?

The attached management response template is intended to facilitate the preparation of the response. A comment box in the template provides an opportunity to highlight lessons from the evaluation experience, reactions to findings that are not directly addressed by key recommendations and/or any other points that should be recorded.

The management response will be presented by senior management of UNDP to the Executive Board (EB) at the time the Director of the Evaluation Office presents the evaluation to the EB. The EB will review the evaluation and the management response, and provide strategic direction to UNDP through its decision on the item.

The responsible unit or bureau enters the management response in the [Evaluation Resource Centre](#) (ERC) for tracking the implementation of follow-up actions. The responsible unit or bureau coordinates with other bureaux/units/offices that are responsible for implementing the actions and ensures that the implementation status gets updated in the ERC.

UNDP senior management reports to the EB on follow-up to evaluation in their annual report.

¹ The independent corporate programme evaluations include the evaluations of the Regional Cooperation Framework (RCF) and Global Cooperation Framework (GCF).

2/20/2020

**UNDP Management Response Template
Green Commodities Programme Final Evaluation**

Prepared by: Andrew Bovarnick
Input into and update in ERC:

Position: Global Programme Head
Position:

Unit/Bureau: RBLAC
Unit/Bureau:

Overall comments:

Key findings:

The Evaluator rated the project as highly relevant, with satisfactory effectiveness and efficiency. In general the main findings are the following:

- With a 10 year track record in supporting multi-stakeholder collaboration to foster sustainability in commodity sectors, GCP has accumulated experience and expertise that is of great value in times where governments, the international community and private sector seek solutions for complex interrelated problems they cannot address and solve in isolation. As a result, UNDP has increasingly embraced collaboration with the private sector and more innovative strategies to achieve the SDGs. In doing so, the GCP approach is trickling into the DNA of UNDP.
- GCP undertook continued efforts to position itself within UNDP and beyond in an ever more crowded environment of multi-stakeholder commodity initiatives, many of which are competing for funds and private sector attention. It appears that the different roles GCP takes in different initiatives is confusing for some stakeholders.
- The project's results reporting remains output based. Alternative ways of measuring impact (e.g. measuring trust building; strengthening of institutional capacities for MSC) are in early stages of development.
- Although the continuous review of strategies and tools allowed to adjust to a rapidly changing context, and build-in learnings from implementation, it might have deviated some attention from actual implementation and achieving results on the ground (inward looking perspective).
- The growth of the GCP team (particularly due to GGP) led to the review of some management processes in order to assure appropriate flow of information and internal alignment of a geographically dispersed team.

Evaluation Recommendation or Issue 1:

Focus on GCP's distinctive approach, now defined as the MSCFSC approach, leverage UNDP's competitive advantage (engaging governments/convening power), and use clear criteria regarding where the MSCFSC approach can be implemented with the greatest potential impact (need to review Green Light Criteria?).

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Management Response: GCP is constantly positioning itself as representing and promoting the MSCFSC approach. For the development of the new project document the GCP's value proposition to build capacities for and accompany this process, measure progress, and induce corrective action where necessary, will be made more visible. No need to take any additional actions.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Status	Comments
1.1				
Evaluation Recommendation or Issue 2: Secure stable core funding that enables GCP to finance its global core operations independently from country advisory. Core funding should allow the team to have enough resources for networking, conceptual/strategic reflections and to provide ad-hoc advice (for ex. in project design). Implement a multi-lawyered fundraising strategy that includes traditional (bilateral) donors, non-traditional donors (foundations) interested in innovation and longer-term systemic thinking, as well as access to GCF/GEF resources. Develop suitable fundraising products for each donor group.				
Management Response: Current the project is developing a fundraising strategy and an action plan that will be implemented in the upcoming years. Currently, a fundraising brochure was developed presenting GCP as a global knowledge platform on MSCFSC that can connect local results to the global debate. Additionally, several fundraising products are being produced which will serve to engage donors into the different topics GCP works. All these efforts will be discussed and analysed under the development of the Project Document. No additional actions will be taken.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
2.1.				
Evaluation Recommendation or Issue 3: Assess risks and opportunities of evolving from a programme with proper identity and branding into a corporate UNDP unit/knowledge hub for MSCFSC. Such an integration would have to be carefully designed in order to take advantage of improved leverage and access to UNDP resources, without compromising on the flexibility, agility and innovative spirit of the programme.				
Management Response: During the strategy meeting that took place in Q4 of 2019, this topic was widely discussed and decisions were taken regarding the role of GCP inside UNDP. A strategy regarding the communications inside and outside UNDP was developed in order for GCP to be included in the corporate offer. This topic will be continuously reviewed in order to adapt the strategy as UNDP embraces the topics GCP works on. All the actions have been taken already.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
3.1				
Evaluation Recommendation or Issue 4: Evaluate the role of GCP in aggregating and measuring collective intelligence that could result from the articulation of different commodity platforms in landscapes where different commodities coexist. Further, in the same way that GCP pioneered NCPs when sustainable commodities conversations were focused on VSS, today GCP could play a role in broadening the platform approach at subnational levels by including key actors/themes (not necessarily commodity focused) that have a stake in the sustainability of local environmental services and in realizing human rights and gender inclusiveness.				

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Management Response: Although this recommendation is interesting, it goes beyond the scope of GCP and its role inside UNDP. Several efforts are being taken constantly for GCP to aggregate and collect collective knowledge and intelligence, as well as there is a constant effort to go beyond platforms. However, in the development of the new project document this will not be taken into consideration as it escapes the purpose of the programme itself.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
4.1				
Evaluation Recommendation or Issue 5: Embed M&E into the GCP strategy and put into use existing M&E tools in order to gather data and communicate on achieved results. In parallel, continue to develop indicators that measure the systemic change GCP aims to achieve and engage in a dialogue within UNDP, donors, and peers on how to account for systemic change and indicators that go beyond the traditional focus on hectares, liters or number of smallholders.				
Management Response: This recommendation is very important and great amount of work has been put into developing the M&E existing tools. Additionally, gathering data and information to communicate results is a process that started at the end of Q4 in 2019 and is extending into 2020, where different products will be delivered. New tools for measuring the measuring systemic change will be developed in 2020 and by the end of the year the new M&E system that was developed in the previous years will be finalized and implemented in a yearly basis. No additional actions need to be taken.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
5.1				
Evaluation Recommendation or Issue 6: Focus on implementation rather than continued revision, once the current strategy review process has concluded. In doing so, make sure to focus on strategic deliverables, and pay attention to the needs of country offices, GCC members, and beneficiary governments. Be mindful in understanding the local context and ensure that global tools and advisory fit in and are tailored to local needs.				
Management Response: This recommendation will be taken into consideration and the annual workplans developed for 2020 are focusing on implementation of the strategy that was revised at the end of 2019. Each member of the GCP team have their specific deliverables and currently GCP has reached a clearer understanding of their role and support in order to apply the new strategy in a more structured way.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
6.1				
Evaluation Recommendation or Issue 7: Regarding operations, make sure that new members are properly introduced into GCP and that they are aware about the “broader picture” and not just their area of work. As far as possible, assure foreseeability and contractual stability for GCP consultants (speed up contracting). Maintain good practices related to team building. Make an effort to prioritize and simplify materials and tools in order to facilitate their uptake.				
Management Response: A new introduction package and plan was developed throughout 2019 for new GCP members to understand our broad work and position inside UNDP. It is planned to be developed in 8 weeks and in 2019 was applied successfully to new team members. No further actions will be taken.				

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Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
7.1				
Evaluation Recommendation or Issue 8: If a new internal project for “core GCP” was developed (similar to the one being reviewed), make sure that targets and indicators are aligned with broader GCP M&E efforts and establish a reporting format that besides internal UNDP reporting purposes also serves GCP team’s information needs.				
Management Response: In the development of the new Project Document a new results framework will be developed reflecting the evolution GCP has had in the past ten years as well as the new Theory of Change and M&E system that have been developed in the past years. With a more structured and clearer results framework as the programme has already, a simplified one will be developed to facilitate the monitoring of global activities and country support.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Status	Comments
8.1				

* Status of Implementation is tracked electronically in the ERC.