

ZERO DRAFT

Management Response to the UNDAF Evaluation

18 August 2019

Recommendation	Management Response	Follow-up Action	Time Frame	Responsible Party
Recommendations for implementation during 2019 and 2020				
1. Increase coordination at both technical and decision-making levels between UN agencies: A need for greater coordination was strongly expressed within outcome groups and between outcome groups. A closer and critical inspection on the role of UNDAF Technical Team in fulfilling this gap could be undertaken as establishing new coordinating committees at this stage of UNDAF implementation is not ideal.				
2. Conduct a detailed exercise to ascertain the sustainability of all institutional building efforts carried out under UNDAF. This would help in identifying areas where the capacity building efforts were not effective. Addressing any gaps in the capacity building efforts undertaken can minimise repetitive capacity building efforts in the next UNDAF.				

3. Identify and address activities for which no intervention has been carried out to date. Undertake an analysis of why these activities were not addressed.				
4. Conduct periodic monitoring of the indicators of the results matrix: Through this exercise, identify indicators which need to be redefined.				
5. Greater transparency of planned annual activities may lead to more synergies with other implementing partners, such as government institutions or CSOs. Sharing annual plans with potential partners or publishing online may achieve greater coherence of joint efforts to the intended outcomes.				
6. Adopt a joint resource mobilisation approach and continue the efforts to strengthen partnerships: The UNDAF currently faces a risk of not being able to achieve meaningful impact in some key areas, given the challenging environment of the first three years and low fund mobilisation rates. The remainder of the UNDAF period needs to be utilised for realising more financial and technical support, under a joint approach for efficiency and greater synergy.				
7. Include all contributions by UN agencies working with Maldives in annual reporting: Given the small and varying levels of presence of UN agencies, different operating strategies are currently adopted by members, particularly non-resident agencies. The interlinkages				

between all efforts and the contribution to overall goals needs to be well-captured in the annual reviews.				
8. Associate unexpected benefits of activities with all relevant outcomes. New activities and interventions that are designed during the UNDAF implementation period have better linkages to results in different outcome areas. These links need to be reported so that these gains can be capitalised further. This could be achieved by cross-referencing the impacts of interventions under one outcome area with those of other outcome areas during the annual reporting process.				
9. Address ways to mitigate risk to sustainability due to high turnover in government institutions: High turnover has impacted delivery of some outputs and impacts the sustainability of interventions. UN agencies can account for this risk and design activities to minimise the impact from high turnover.				
10. Enhance coverage in local media of success stories and report periodically to the public under a joint communications plan. This may bring multiple advantages; facilitating more partnerships with local private sector, increase accountability of UN agencies, and give greater sense of responsibility to national and sub-national institutions who partner with UN agencies.				

11. Identify local champions to advocate as agents of change, particularly for interventions which require behaviour change in communities or amongst specific demographic cohorts.				
Recommendations for next UNSDCF Cycle				
1. Apply the Theory of Change for all outcome areas to identify clear linkages between activities and desired outcomes. This can establish increased accountability between government and UN agencies. This can be an annex in the UNDAF document. This exercise will also assist in ensuring outputs and targets are achievable by UN agencies.				
2. Apply new perspectives and approaches when identifying most marginalised or vulnerable sub-groups within the targeted broader groups. Such as the most marginalised within women or youth.				
3. Conduct a separate exercise for SDG linkages and progress jointly with the government prior to UNDAF formulation. This will also help identify areas for strengthening the monitoring framework for SDGs.				
4. Continue with preparation of joint rolling work plans and increase efforts to be as collaborative,				

comprehensive and representative of all UN work as possible.				
5. Give greater focus to analyse all underlying causes of issues. This can be achieved by increasing engagement and collaboration of non-resident agencies whose expertise and knowledge have direct links to the needs of the country. This collaboration is needed at UNDAF formulation, joint planning and annual reporting.				
6. Define smart, time-bound results that are focused on the desired change rather than committing to support specific policies of the government. This will also give flexibility to seek alternative ways to achieve desired outcomes, if needed.				
7. Maintain greater transparency of annual plans of UN agencies, particularly with strategic partners such as CSOs and local governments (in locations where potential partnerships are intended during the year).				
8. Develop a robust UNSDCF monitoring and evaluation plan with meta data and means of verification. Align indicators to nationally used definitions for easier monitoring and reporting				

<p>9. Conduct a risk assessment for each outcome and identify assumptions. This can include identifying the legal changes that are necessary for UNDAF outcomes and noting the areas where UN support is available. This can be part of the Theory of Change.</p>				
<p>10. Undertake more rigorous socio-political analysis during the preparatory phase, particularly on the analysis of the trend of increasing conservatism and gender equality.</p>				