

## Management Response to the 2016-2020 UNDAF Final Evaluation

(a draft as agreed by UNDAF TT on 1 December 2019)

Recommendation	Management Response	Follow-up Action	Time Frame	Responsible Party
<b>Recommendations for implementation during 2019 and 2020</b>				
1. <b>Increase coordination at both technical and decision-making levels between UN agencies:</b> 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.	Agree	<ol style="list-style-type: none"> <li>1. HoAs to reflect in staff performance evaluation works related to UNDAF coordination</li> <li>2. For a new CF cycle – consider reducing a number of interagency groups by consolidating them</li> <li>3. Chairs of interagency working groups to take a leadership in advocating for working together toward shared objectives</li> </ol>	Feb 2020	Chairs of interagency groups/HoAs
2. <b>Conduct a detailed exercise to ascertain the sustainability of all institutional building efforts carried out under UNDAF.</b> 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.	Agree	<ol style="list-style-type: none"> <li>1. Map out partners and areas where UN carries capacity building activities</li> <li>2. Coordinate activities and minimize overlap as per JWPs</li> </ol>	Jan 2020	Chairs of interagency groups/HoAs

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3. <b>Identify and address activities for which no intervention has been carried out to date.</b> Undertake an analysis of why these activities were not addressed.	Agree	1. The reasons are well documented in the annual reviews. No further actions are required now, but should be reflected in the next CF	2020	UNDAF TT
4. <b>Conduct periodic monitoring of the indicators of the results matrix:</b> Through this exercise, identify indicators which need to be redefined.	Do not agree	1. Stock taking review was done in Aug 2018		
5. <b>Greater transparency of planned annual activities</b> 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.	Agree	1. Continue sharing with stakeholders AWP 2. Invite stakeholders to the interagency group meetings 3. Annually conduct Steering Committee meetings	2020	Outcome groups and UNDAF TT
6. <b>Adopt a joint resource mobilisation approach and continue the efforts to strengthen partnerships:</b> 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.	Agree	1. Some actions have been undertaken 2. Consider for the next CF	2020 onwards	RCO

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7. <b>Include all contributions by UN agencies working with Maldives in annual reporting:</b> 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.	Agree	1. Actively approach NRAs and request for their inputs for annual review reports	2019-2020	RCO
8. <b>Associate unexpected benefits of activities with all relevant outcomes.</b> 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.	Agree	1. Conduct joint meetings of all outcome groups	2019-2020	RCO, UNDAF TT
9. <b>Address ways to mitigate risk to sustainability due to high turnover in government institutions:</b> 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.	Partly agree	1. For CF do a better risks and assumptions analysis 2. Explore options for online training courses 3. UN to work with civil service commission and pay commission	2020 and onwards	Governance work

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10. <b>Enhance coverage in local media of success stories and report periodically to the public under a joint communications plan.</b> 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.	Agree	1. Communication group have a joint workplan and agree on a joint markings of certain UN dates	2019-2020	Comms group
11. <b>Identify local champions</b> to advocate as agents of change, particularly for interventions which require behaviour change in communities or amongst specific demographic cohorts.	Agree	1. Comms group to identify local celebrities as SDG advocates	2019-2020	Comms group
<b>Recommendations for next UNSDCF Cycle</b>				
1. <b>Apply the Theory of Change for all outcome areas</b> 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 <b>outputs and targets are achievable by UN agencies.</b>	Agree	1. Conduct staff training on ToC 2. Apply ToC in formulating a new CF	Feb 2020	RCO with support from Peer Support Group
2. <b>Apply new perspectives and approaches when identifying most marginalised or vulnerable sub-groups within the targeted broader groups.</b> Such as the most marginalised within women or youth.	Agree	1. Use LNOB analysis in CCA 2. Train staff on LNOB	Feb 2020	RCO with support from Peer Support Group
3. <b>Conduct a separate exercise for SDG linkages and progress jointly with the government prior to</b>	Agree	1. Staff orientation on UN Reform and	Feb 2020	RCO

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<b>UNSDCF formulation.</b> This will also help identify areas for strengthening the monitoring framework for SDGs.		Agenda 2030 and SDG linkages		
4. <b>Continue with preparation of joint rolling work plans</b> and increase efforts to be as collaborative, comprehensive and representative of all UN work as possible.	Agree	1. Work together and make sure that all UN system activities are covered in joint workplans	2021 and onwards	Interagency groups
5. <b>Give greater focus to analyse all underlying causes of issues.</b> 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.	Agree	1. CCA to cover root-cause analysis 2. Conduct UNCT configuration based on the country needs	2020	RCO
6. <b>Define smart, time-bound results that are focused on the desired change rather than committing to support specific policies of the government.</b> This will also give flexibility to seek alternative ways to achieve desired outcomes, if needed.	Agree	1. Have a new CF at higher outcome level based on a strong RBM logic 2. Staff training on RBM including partners	2020	UNCT
7. <b>Maintain greater transparency of annual plans of UN agencies,</b> particularly with strategic partners such as CSOs and local governments (in locations where potential partnerships are intended during the year).	Agree	1. Share with stakeholders AWP 2. Invite stakeholders to the interagency group meetings 3. Annually conduct Steering Committee meetings	2020 and onwards	Interagency groups

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8. <b>Develop a robust UNSDCF monitoring and evaluation plan with meta data and means of verification.</b> Align indicators to nationally used definitions for easier monitoring and reporting	Agree	1. Apply UNInfo	2020 and onwards	RCO
9. <b>Conduct a risk assessment for each outcome and identify assumptions.</b> 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.	Agree	1. CCA will cover risks and assumptions	Jan 2020	UNCT
10. <b>Undertake more rigorous socio-political analysis during the preparatory phase, particularly on the analysis of the trend of increasing conservatism and gender equality.</b>	Agree	1. CCA should include solid social, political and economic analysis	Jan 2020	UNCT