

## UNDAF Evaluation – Management Response

**Evaluation Title/Year:** Evaluation of the UNDAF Cycles 2011-2015 and 2016-2018 in Cambodia

- **Body responsible for completing management response:** UNCT, PMT, RCO and EMG.
- **Body responsible for approving the management response:** UNCT, PMT, RCO and EMG.
- **Body responsible for updating and monitoring the implementation of the management response:** Nimol Soth [nimol.soth@one.un.org](mailto:nimol.soth@one.un.org), RCO
- **Frequency of updating and monitoring the implementation of the management response:** Every quarter for 12-month period from the approval of the management response.

**Evaluation recommendation 1:** The UNCT and the RCO in consultation with the PMT should explore ways to assure full-time capacity with a dedicated budget to manage the UNDAF process, to guide its development and maintenance, to promote areas of coordination and joint programming, to ensure all agencies have an appropriate role, reconcile differences and usher in a new sense of common purpose.

**Management response-Agree/**partially agree**/disagree (if recommendation is rejected or partially accepted, pls. provide an explanation):**

The UNCT agrees with the recommendation to prioritise capacity for managing the UNDAF process. However, in view of the current financial contribution to UNDAF, it will be challenging for UNCT to mobilize full/required resource for the UNDAF process. Enhancing resource for UNDAF will be pursued through the existing RCO and the PMT as much as possible. While anticipating results from a reform of the UN Development System on resource for strengthening RC Offices capacity, the UNCT has explored cost-share formula to support UNDAF coordination as per the UNCT workplan.

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
1- RCO to review assignment of roles and focal responsibility to maximize capacity dedicated to UNDAF management.	Q1 2018	RCO/RC		

2- UNCT to ensure all agreed UNDAF processes are sufficiently resourced, as per the UNCT workplan.	Q1 2018	UNCT		
<i>Note:</i>				
<p><b>Evaluation recommendation 2:</b> The UNCT and the RCO in consultation with the PMT should assume responsibility for building the next UNDAF on a credible and well-reasoned theory of change, undertaken in tandem with the Common Country Assessment, informed by widely accepted understandings of conditions of inclusive growth documented in the development literature.</p>				
<p><b>Management response- <span style="background-color: yellow;">Agree</span>/partially agree/disagree (if recommendation is rejected or partially accepted, pls. provide an explanation):</b>  The UNCT agrees with the recommendation. A theory of change exercise is planned for January 2018, based on a Common Country Assessment (CCA). The CCA is based on a joint Vulnerability Analysis undertaken by the UNCT to clarify areas where there are gaps in the implementation of the 2030 Agenda for Sustainable Development and the SDGs and where the UN can provide support.</p>				
Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
<p>1- Development of a well-reasoned theory of change to be informed by the Common Country Assessment. The development of the theory of change includes:</p> <ul style="list-style-type: none"> <li><i>a. Decide on areas of intervention shown to have a close correlation with poverty reduction.</i></li> <li><i>b. Identify those Sustainable Development Goals that correspond to these chosen areas of intervention.</i></li> <li><i>c. Invite agencies to identify where they match or fit with this mapping of linked SDGs.</i></li> </ul>	Q1- Q2 2018	RCO/PMT	Strategic prioritisation workshop inclusive of all key stakeholders conducted on 15-16 January 2018, culminating with a policy dialogue with the government that confirmed the focus of UN support in relation to the 2030 Agenda. Followed by a three-day workshop on causality analysis and theory of change, on 17-19 January	Completed

			2018 that mapped priority areas to the SDGs.	
2- Completion of Common Country Assessment informed by a Vulnerability analysis to support the Theory of Change exercise.	Q1 2018	RCO/PMT/UNCT	Under finalisation. Completion due by end Feb 2018. As of part of the development of result matrix and writing up of theory of change, each result group will closely consult within UN agencies and stakeholders.	Ongoing
<p><i>Note:</i> The UNCT views that it is also crucial that the conditions of a theory of change be adhered rigorously and the process should be conducted in a consultative and inclusive way to promote coherence and agencies' contributions.</p>				
<p><b>Evaluation recommendation 3:</b> The UNCT and the RCO in consultation with the PMT, in collaborating with agencies, should follow the numerous directives already in place for utilizing the UNDAF to place Agenda 2030 at the centre of UN activities in Cambodia to develop the 2019-2023 UNDAF.</p>				
<p><b>Management response- <span style="background-color: yellow;">Agree</span>/partially agree/disagree (if recommendation is rejected or partially accepted, pls. provide an explanation):</b> The UNCT agreed with the recommendation. The 2030 Agenda for Sustainable Development and the SDGs are integrated in the conceptual framework for the formulation of the UNDAF 2019-2023.</p>				
Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
1- Integrate the 2030 Agenda for Sustainable Development and the SDGs in the conceptual framework for the Common Country Assessment	Nov 2017 - Jan 2018	RCO/PMT/UNCT	The draft CCA reflects the SDGs are part of the conceptual framework.	Completed.

2- 2030 Agenda for Sustainable Development and the SDGs integrated in the formulation of the UNDAF 2019-2023 results.	Q1 2018	RCO/PMT/UNCT	Reflected in the theory of change.	Ongoing
<i>Note:</i>				
<b>Evaluation recommendation 4:</b> The UNCT, the RCO and the PMT should take advantage of emerging opportunities for joint programming. These should be the stepping stones for a more coordinated UNDAF.				
<b>Management response-<span style="background-color: yellow;">Agree</span>/partially agree/disagree (if recommendation is rejected or partially accepted, pls. provide an explanation):</b> The UNCT agrees with the recommendation and will be guided by the reform of the UN Development System. Designing greater programme coherence will be an essential part of the UNDAF formulation process.				
Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
1- Clarify joint programming strategy for the UNDAF 2019-2023 (scope, participation, resource mobilisation, etc.)	Q2- Q3 2018	RCO/PMT		
2- UNCT/PMT to identify opportunities for joint programmes around areas of SDG acceleration as part of the UNDAF result framework formulation and then consider possibility to develop joint funding proposals.	Q1- Q2 2018	RCO/PMT/UNCT		
<i>Note:</i> Joint programmes identified should have shared results and common work plans from the outset of the design phase – to promote joint programming during implementation. Programme Boards for Joint Programmes should play a substantive role in strategic oversight and monitoring the joint programming dimension of the programme. Promote clear communication on joint programming as a modality with donors and stakeholders – e.g. expectations, roles and comparative advantage of the different participating UN agencies.				

**Evaluation recommendation 5:** The UNCT and the RCO in consultation with the PMT should be particularly cognizant of the considerable commitments the UNDAF requires of all agencies, large and small. Every effort should be made to ensure that the process is an inclusive one, sensitive to the considerable differences among agencies in size, endowments and expertise.

**Management response- Agree/partially agree/disagree (if recommendation is rejected or partially accepted, pls. provide an explanation):**

The UNCT agrees with the recommendation, with the understanding that the success of the UNDAF depends also on the commitment of all participating agencies to the principle of mutual accountability for coherence and results. The UNDAF is a joint commitment of the UNCT to support the SDGs and national priorities, strategically and in line with the comparative advantage of the UN.

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
1- Update the cost-sharing arrangement for the UNCT Cambodia in light of the evolving size of agencies, resident and non-resident.	Q1 2018	RCO/UNCT	<u>Formula of cost- share to be discussed and approved by UNCT</u>	
2- UNDAF coordination and management processes will be further simplified and agencies will be asked to indicate in which processes they wish to be involved. Communication flows will be improved, including better sharing information on the progress to promote collaboration among agencies.	Q1 2018/on-going	RCO/UNCT	UNDAF results groups launched in line with UNDAF guidelines.	In progress
3- Update the UNCT Code of Conduct with resident and non-resident agencies	Q2 2018	RCO/UNCT		

*Note:*

**Evaluation recommendation 6:** The UNCT and the RCO in consultation with the PMT along with collaborating agencies should assume a more constructive, realistic and critical approach to results reporting.

**Management response - Agree/partially agree/disagree (if recommendation is rejected or partially accepted, pls. provide an explanation):**  
 The UNCT agrees with the recommendation and this will be initiated for full implementation in the new UNDAF cycle 2019-2023.

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
1- Revise the UNDAF reporting format for 2019-2023 in line with new UNDAF guidelines.	Q4 2018	RCO/PMT		
2- Revise the format of the UNDAF reporting in the Joint Annual Review Meeting with the Government to foster more policy dialogue.	Q3 2018	RCO/PMT/UNCT		

*Note:*

**Evaluation recommendation 7:** The UNCT and the RCO in consultation with the PMT should vet the UNDAF and its results matrices to ensure that extra care is taken to propose performance indicators, targets and data collection procedures that are pertinent to programme impact where it is taking place.

**Management response - Agree/partially agree/disagree (if recommendation is rejected or partially accepted, pls. provide an explanation):**  
 The UNCT agrees with the recommendation. The UNDAF outcomes will be formulated such that key results can be attributed to cooperation with the UN system, with a corresponding M&E framework.

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status

1- Formulate the UNDAF result matrix with indicators and targets of different level (SDGs, outcome and intermediate outcome) to permit performance monitoring and evaluation of impact. The UNDAF result matrix shall demonstrate a causal logic relationship from input to results based on Theory of Change.	Q1- Q2 2018	M&E/PMT		
<p><i>Note:</i> UNCT/PMT to formalize reporting requirement of qualitative assessment of UN agencies contributions in achieving targets, as integrated part of performance assessment in addition to quantitative assessment against indicators. The qualitative assessment may include but not limited to delineation of UN agencies work at intermediate outcome level and how UN comparative advantages play a key role in achieving results.</p>				
<p><b>Evaluation recommendation 8:</b> The UNCT, the RCO, participating agencies and the PMT should be particularly attentive to achieving a reasonable balance between supporting economic growth on the one hand, and protecting specific vulnerable populations on the other.</p>				
<p><b>Management response-</b> <input checked="" type="checkbox"/> <b>Agree</b> / <input type="checkbox"/> <b>partially agree</b> / <input type="checkbox"/> <b>disagree</b> (if recommendation is rejected or partially accepted, pls. provide an explanation): The UNCT agrees with the recommendation. This is embedded in the Common Country Assessment based on a joint vulnerability analysis.</p>				
Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
1- The Common Country Assessment reflects a balance between support to economic growth and the needs of vulnerable populations.	Q1 2018	RCO/PMT/UNCT	The CCA takes national priorities into consideration and integrates a vulnerability analysis.	Completed
2- The UNDAF results matrix reflects a balance between support to economic growth and the needs of vulnerable populations.	Q1 2018	RCO/PMT/UNCT		

*Note:* Balancing of outcomes in the UNDAF will be based on comparative advantage/ value added, mandate of UN agencies as well as resource mobilization and availability/ capacity of agencies. Furthermore, it is important to define how “balance” will be measured at outcome and intermediate outcome level.

**Evaluation recommendation 9:** The UNCT in collaboration with the RCO should build on past programming successes. It is important to meet the challenges posed in the programming areas of governance with programming initiatives that recognize the obstacles and yet that meet these obstacles with renewed attention.

**Management response- Agree/partially agree/disagree (if recommendation is rejected or partially accepted, pls. provide an explanation):**  
**The UNCT agrees with the recommendation.**

Key action(s)	Time frame (or deadline)	Responsible unit(s)	Tracking (or monitoring)	
			Comments (or action taken)	Status
1- Ensure the TOC exercise includes governance components	Q1- Q2 2018	RCO/PMT/Result Groups	One of the pillars of the CCA and of the theory of change addresses governance issues.	Completed.
2- Ensure the formulation of UNDAF 2019-2023 key results reflect a coordinated / coherent approach to governance	Q1- Q2 2018	RCO/PMT/Result Groups		

*Note:*