**COMMENTS ON THE UNDP DRAFT COUNTRY PROGRAMME DOCUMENT FOR MALI (2020-2024)**

*First regular session 2020*

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| **Comments by Finland** | **Changes to the CPD** | **Country Office response** |
| * CPD Section IV: Monitoring and Evaluation, based on the costed evaluation plan, consider elaborating on:   + The overall variety of different types of evaluations planned.   + How will they serve accountability and learning? What will they be used for?   + What will be produced from the generated evaluation knowledge?   + How will the national capacities be strengthened? | Section IV has been revised to provide more coherence in the presentation of the M&E framework. Paragraphs 34 & 37 are merged, and the other sections adjusted in consequence to capture M&E actions at 3 levels.  Learning and national capacity building are presented in Paragraphs 35 & 36. | While the presentation of M&E actions appears fragmented through paragraphs 34 to 37, the CPD includes as an annex an explicit evaluation plan linked to the 3 main outcomes as well as annual, mid-term and final country programme evaluation. These evaluations feed into the annual programme reflection to enable readjusting and reinforcing programme implementation, reinforce implementation risk management measures and serves as lessons learned to feed into new pipelines which are of higher quality in terms of synergy, focus, partnership and results.  Capacity as a crosscutting element across all the outcome and output areas. Each outcome and output area envisage investments in capacity building, training and institutional strengthening at Bamako level targeting key ministries and national structures but also at local levels working with communes and cercle. |
| **Comments by Belgium** | **Changes to the CPD** | **Country Office response** |
| * Belgium strongly supports the UNDS reform currently being implemented, of which the new UN sustainable development cooperation frameworks (CF) must be the baseline for a more coordinated and efficient UN action on the ground. The alignment of country programs of all United Nations entities on the CF is essential. The Resident Coordinator has a key role to play in this regard. Cooperation and articulation with the RC and its office would deserve to be further explored and detailed in the CPD. | None | The CPD is fully aligned with UNSDCF pillars as UNDP has strongly contributed to the formulation of the UNSCDF itself (paragraph 13) which will be implemented under the leadership of the RC. In terms of UNSDCF implementation, there is a joint UN programme group that is regular to review joint progress, joint results and joint monitoring under RCO office. These include increasing focus on joint programming especially with regard to ISF and nexus. The alignment between the CPD and UNSDCF is one of the criteria towards securing the RC official approval of the CPD.  In addition, the CPD includes in its introduction section, the joint Common Chapter (jointly elaborated with the Executive Committee agencies) to emphasize our common commitment of co-alignment, efficiency, coherence and joint results. |
| * Belgium supports the UNDP objective, under the leadership of the Resident Coordinator, to mobilize and harness partnerships to play an integrator role across the policy programme front, the Sustainable Development Goals and the nationally determined contribution with improved coherence between the United Nations Sustainable Development Cooperation Framework (CF), the United Nations Integrated Strategic Framework and the country programme. In the same vein, Belgium supports the UNDP objective to expand and strengthen its collaboration with MINUSMA, United Nations entities, donors, the private sector and other development stakeholders. The nexus "humanitarian / development / peace and security" is essential in a country such as Mali. Therefore, it would be useful that UNDP further elaborate on this by specifying concrete actions it intends to put in place, how and with whom. | None | It is mentioned in paragraph 11, that *given the new security situation and the multifaceted challenges in governance, UNDP will mobilize and harness* partnerships to play an SDG integrator role with improved coherence between the UNSDCF, the United Nations Integrated Strategic Framework (ISF) and the UNDP country programme.  The collaboration with MINUSMA and with the UN agencies will also target stabilization in the north and the rollout of the humanitarian-development nexus in the central regions (Mopti and Segou). The nexus approach has already been launched since December 2019 with a first joint UN brainstorming in Mopti. UNDP also intends to work closely with regional and local authorities and other key development partners. A key focus of UNDP is on investing and empowering communities themselves on being strong economic and social actors in local solutions to consolidate social cohesion, peace and build resilience. |
| * Belgium shares the evaluation and recommendations from the various evaluations of the ongoing programme pointing out challenges facing UNDP and the whole United Nations system in Mali. We would like to highlight some of them which are of paramount importance for us and need improvement in the future: 1) Need for better synergies and complementarities between United Nations entities by reducing inefficiencies, lack of coordination and inter-agency competition in seeking funding. 2) Need for better inclusion in the UN strategy of the underlying causes of conflicts 3) Need for a sustainability-based approach avoiding (too) high level of ambition vis-à-vis limited means 4) Better information-sharing / analysis with MINUSMA in order to improve the capacity for joint analysis and collective results. Furthermore, in order to avoid past shortcomings and improve the efficiency based on lessons learned, Belgium would like to know the execution rate of projects and programs under the previous country program. * Belgium considers that the current UNDP CPD remains too ambitious and too vague in its concrete objectives. Therefore, we would like to encourage UNDP to better streamline its CPD taking into account the framework of its mandate and the realities of the country with fewer, clearer and more concrete/realistic objectives. * Even if the responsibility of the government of Mali in the current situation is underlined in the CPD, Belgium would like to see more emphasis put on how to better address this issue, mainly the lack of leadership, vision and action of the government. The international community is increasingly questioning the (un) will of the Malian government to take responsibility and implement the necessary reforms in terms of security, justice, corruption, economy, health, education. | None | Paragraph 10 recalls that the new programme builds on lessons learned and recommendations from the various evaluations: (a) dispersal and fragmentation of the programme; (b) weak synergies in the implementation; (c) lack of control of the underlying causes of conflicts, (d) lack of a sustainability-based approach; (e) etc.  In the implementation phase, we will pay more attention to address the lack efficiency and relevance. (see points above)  The Theory of change (paragraph 15) presents the rationale underlying the selection of the key actions to be implemented in order to attain the goals. Particular focus has been given to scanning the external partnership landscape to prioritise and ensure UNDP value addition but also build on our past work, consolidate results and move towards a programme approach that is concrete and realisable.  The current CPD is therefore more focused and sharper in its intervention area. To this end, it has taken particular note of past independent programme evaluation and integrated lessons learned.  In terms of programme execution rate of the past cycle (2016-2019), the rates are:   * 100% (((2016) * 101% (2017) * 93.7% 2018.   2019 rates are still not official. |
| * Belgium pays great attention to cooperation, dissemination of knowledge, accountability and transparency between UN entities and bilateral donors throughout the negotiation, implementation and assessment of the country program and the Cooperation framework. It would be useful that the CPD elaborate further on this. * Belgium would like to receive further information with regard to the CPD level of ambition and available financial means (CPD budget of nearly 225 million USD, of which only 50 million USD on the regular budget and 174 million USD still to be found) as well as further information describing more concretely how UNDP intends to align its CPD with the CF (how, with whom, for what results) | Paragraph 35 is reformulated to highlight how the CO will leverage on lessons learnt from the implementation and findings provided by field missions to improve the implementation of the new programme. | UNDP globally ranks #1 on the transparency index and UNDP Mali is no different as our online platform shares comprehensive information about our interventions including by geographic area. Regular annual planning and Steering committee meetings allow for joint planning, assessment results assessment. The regular UNSDCF programme meetings as mentioned above also stimulate joint UN collaboration including via many direct joint UN projects  In terms of information regarding ambition and financial resources, as per the CPD 2015-2019  Mobilisation Target:  Regular resources : $29 176 000  Other resources (to be mobilised) : $152 000 000  Actual cumulative funds mobilized 2015-2019:  Regular resources received : $27 779 0000  Other resources mobilised: $156 758 000  Therefore, we mobilized 3.361 m over the target. |

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| **Comments by Germany** | **Changes to the CPD** | **Country Office response** |
| Regarding output 1.1, indicator 1.1.1 and indicator 1.1.2, close coordination with the other actors active in the field in MLI is necessary. Decentralization measures (1.1.1), for example, should be designed as building blocks contributing to the broader joint donor Programme of the World Bank on decentralization. | None | Implementing partners mentioned in the document: Governments of Canada, Germany, Luxembourg,  World Bank  A partnership strategy is being developed to also develop explicit coordination and collaboration. |
| For Output 2.1 and Output 2.2 references to the UNFPA project “Support for the implementation of the census" (see UNFPA strategy) should be included. | UNFPA is added to the list of partners | This is reflected in the Common Chapter shared with UNFPA, UNICEF, ONUFEMMES and WFP and falls within the specific mandate of UNFPA. |
| With regard to indicator 2.2.2, support for UNDP should be more strategic. This involves rationalizing existing reviews and making their results more utilizable. Otherwise UNDP would be financing some of the “ateliers” and the respective *per diems*, without supporting “usable output” of these “ateliers” for improving government planning / implementation. | None | This refers to addressing the big challenge of liking the national planning frameworks to the execution of the Budget, by improving the Channel Planning, Programming, Budgeting, Monitoring and Evaluation (PPBME). Explicitly some existing work that is expected to build on is the national poverty profile done with INSTAT and ODHAD in 2019, along with commune needs assessment conducted in over 400 communes to improve investments not only by UNDP but more strategically by government, ministries and partners and also as a strategic orientation in establishing SDG integration platform and the localization of the SDG.. |
| For outputs 2.3. and 2.4. Partners such as the World Bank and Denmark should be mentioned. They are part of the large EPEC Programme in this field. In addition, we would recommend a clearer focus for this output: either focusing on the overall framework, or on financial inclusion, rather than both. | Output 2.3 is adjusted to the International INFF Mechanisms (Addis Ababa 2015). World bank and Denmark are added to the list of partners | Very relevant comment; integrated |
| We would also recommend a clearer focus regarding “Environment and resilience/climate change". This also applies to establishing clearer links to programmes of other donors (e. g. the energy programs of the World Bank, France etc.). | Donors are added to the list of partners | Relevant |
| **Comments by Sweden** | **Changes to the CPD** | **Country Office response** |
| Sweden welcomes UNDP’s intention to work more strategically with SDGs, policy dialogue and different types of partnerships. In Mali UNDP has managed a diverse project portfolio which should be consolidated to underpin a more transformative strategy for support to the implementation of Agenda 2030 in Mali. | None | Paragraph 10 recalls that the new programme builds on lessons learned and recommendations from the various evaluations: (a) dispersal and fragmentation of the programme; (b) weak synergies in the implementation; (c) lack of control of the underlying causes of conflicts, (d) lack of a sustainability-based approach; (e) etc. |
| The CPD could be strengthened in relation to implementation strategies incl. on how UNDP is planning to work with a diverse set of platforms and stimulate collaboration. The document could also be more explicit on how UNDP intends to develop its coordinating role incl. for thematic donor groups and what resources incl. human resources that will be allocated for this important work. | None | With the new UN Reforms, UNDP has no more coordinating role but, rather an Integrator Role played by settling Country Platforms to deliver integrated solutions and address multifaced development challenges |
| On page 5 of the CPD, UNDP refers to “siloed projects in different regions”. In this context it would also be relevant to raise the need to increase the coordination and collaboration within the UN-family in Mali, as well as coordination within thematic areas of programming and geographical division of labour. | None | Noted |
| Sweden welcomes that UNDP plans to cooperate with the National Statistics Institute (INSTAT) as Sweden is one of its largest donors. UNDP’s participation in the donor coordination mechanism is also welcomed as coordinated support to the implementation of the INSTAT Statistics Roadmap (Schéma directeur de la statistique) is crucial. | None | Noted |
| **Comments by France** | **Changes to the CPD** | **Country Office response** |
| The draft CPD identifies three priorities: 1. effective and accountable governance for a peaceful, fair and inclusive society; 2. inclusive growth, resilience and environmental sustainability; and 3. basic social services and social protection. Each of these priorities is relevant to the Malian context. Regarding the 1st priority, the UNDP has indeed a key role to play given its expertise, and as the leader of governance division of the Sahel Alliance. | None | Noted |
| (item 11) We welcome the fact that the different UN frameworks of action in Mali are taken into account, as well as the willingness to increase the coherence of the country program with the UNSDCF. We also welcome the reference to the 2030 Agenda and the Paris Agreement, and the importance given to strengthening stabilization and the humanitarian-development nexus. | None | Noted |
| The ambition is as high as it was under the current country program; however, the means of action to reach the numerous objectives are not clearly described. | None | The new Programme emphasis how UNDP will broaden its partnership network within each pillar:  *Pillar 1:* Partnership with key national institutions and international partners such as the Governments of Germany, Japan, Luxembourg, the Netherlands, Norway and Sweden, as well as the Global Focal Point for the Rule of Law.  *Pillar 2:* Strengthen incentives for mobilizing and redirecting private sector investment in the renewable energy and climate-smart agriculture sectors, de-risking investment and financing the SDGs in general.  *Pillar 3:* Collaboration with technical and financial partners and with bilateral partners on sustainable development will be continued.  This approach will boost the resource mobilization capacity and require new competences in the CO. |
| (item 21) The reinforcement of the National Statistics Institute (INSTAT) capacities, which we deem important, shall be carried out in coordination with AFRISTAT, the international organization that coordinates the actions of the national statistic institutes in the region whose headquarters is in Bamako. | None | Noted |
| (item 34) With regard to the monitoring and evaluation section, it is important to align the result indicators with the accountability template of the Sahel Alliance | Sahel Alliance action plan is added to data sources (Data source column; output 1 & 3) | Relevant |
| (item 35) We welcome the support given to disaggregated data, although this should be prioritized and extended to the SDG and result indicators besides the companies’ data. | Data | All indicators are formulated in the spirit of the SDGs’ indicators |
| (item 30) In accordance with the BAPA+40 conference, accountability and transparency requirements for the South-South and triangular cooperations is being established, as well as the necessity to collect quality data on the financings provided, including via the official development assistance declarations to the OECD, and within the context of the new instrument for development finance TOSSD. We therefore would like to ask the UNDP how it plans to declare its data on the South-South and triangular cooperations in Mali. | None | UNDP reports cooperation data through the Mid-term Resources Framework and Mali-Aid website. However, it takes note of this relevant remark and will initiate collaboration with OECD for reporting specifically on the south-south and triangular cooperation in Mali |
| **Comments by the UK** | **Changes to the CPD** | **Country Office response** |
| Whilst UK colleagues have had discussions on priorities with the new UNDP Country Director and with the Deputy Resident Representative, they were not aware of a formal process of consultation on the CPD itself. | None | Indeed, many rounds of bilateral consultations were undertaken between UNDP and donors, including UK. But the global consultation was jointly organized with ExCom UN Agencies (UNDP, UNICEF, WFP, UNFPA, UN-Women) under the leadership of the Ministry of Foreign Affairs |
| We welcome the three main areas of priority identified in the document – governance, inclusive growth and climate resilience/sustainability – and a focus on a discrete number of activities. We particularly welcome the focus on justice – a real gap and urgent need in Mali, and where UNDP are well-placed to work. | None | Noted |
| On risk management, we are interested to see more detail where UNDP will be able to implement and monitor activities. | Note | Sub-sections 32 & 33 highlight details on risks and mitigation |
| In many areas of this work, our key ask would be that UNDP coordinate and encourage all actors to take sector-wide approaches. There are too many different approaches/agendas in Mali which risks diluting government capacity.   * + For example, the UNDP team working on ‘area-based’ planning/approaches should liaise with the World Bank who take a similar approach in order to avoid duplication, create synergies and capture learning/evidence.   UNDP can play a lead role on Nexus thinking but should focus on operationalising this – in coordination with other agencies already doing this (e.g. UNICEF on health), rather than more theoretical strategies. | None | With the new UN Reforms, UNDP has been assigned an Integrator Role which will consist in settling Country Platforms to deliver integrated solutions and address multifaced development challenges.  To reduce government transaction cost, the EXCOM agencies undertook a joint planning process with the government via a joint approval process. Equally UNDP has already had ongoing consultations with WB and other partners on creating synergy including providing inputs and sharing UNDP CPD with donors who are in process of their own new programme cycle.  UNDP has been nominated by the RC as coordinator to lead the stabilization effort in Mali. Equally towards operationalizing the Nexus approach and with a view to piloting a geo-focused approach in centre regions, a workshop including UN agencies and NGO partners was organized and financed by UNDP in December 2019 in Mopti. |
| On adaptation work (including early warning systems, risk financing etc.) it would be great if UNDP can ensure close alignment with Social Protection agenda/activities. | None | UNDP Mali aligned with Climate Promise is working with government on the NDC revision and the establishment and governance structure of the Mali Climate Fund. Equally the focus is on integrating climate adaption as well as disaster risk management at local level planning.  UNDP is exploring, with the Regional Service Center Addis Ababa, to position Mali to be a pilot for new regional initiative on **Informal Social Protection Mechanisms (ISP)** in Africa. |