

UNDAF Evaluation Management Response (Updated) November 2020

Evaluation Title/Year: Independent Evaluation of the India United Nations Development Action Framework (2013-2017)

| EVALUATION RECOMMENDATION 1: STRATEGIC ROLE OF THE UN IN A RESURGENT INDIA | | | | |
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| 1a. Support achievement of the SDGs through greater thrust on upstream policy advisory and technical services | | | | |
| Key actions | Time Frame | Responsible Unit | Tracking | |
| | | | Action Taken | Status |
| Establish SDG Implementation Facility to enable efficient deployment of in-house and external expertise to support the State governments on SDGs. | By mid 2017 | UNRCO | SDG implementation facility has been established. As part of this facility, 13 State governments have been provided technical support to address SDGs as part of their vision setting exercise. | Completed. |
| Strengthen programmatic engagement with NITI Aayog, line Ministries, including Ministry of Statistics and Programme Implementation | By mid 2018 | UNRCO | NITI Aayog advises on the SDG related work plan managed by UNRCO. | Completed. |
| 1b. UNRC to harness more intellectual resources to be able to support, guide and monitor the work under the UNSDF. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Efforts shall be undertaken to create and sustain systematic engagement with experts | By mid 2018 | UNRCO | In-depth reports on critical challenges such as jobs, water security, SDG Index completed. | Ongoing |
| 1c. UN should increasingly support the government's focus to foster greater cooperation both strategically and through policy advisory and technical services. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Efforts shall be undertaken to sustain greater cooperation on substantive issues | By 2018 | UNRCO | Ongoing efforts by UN agencies | Ongoing |

| EVALUATION RECOMMENDATION 2: UN IN INDIA NEEDS TO TAKE UP ITS NORMATIVE ROLE MUCH MORE EARNESTLY THAN BEING DONE HITHERTO. | | | | |
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| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| New UNSDF (2018-2022) is designed to further strengthen the normative work of the UN in India | By end 2017 | UNRCO and agencies | Normative frameworks including treaty body recommendations are comprehensively referred in the document | Completed |
| | | | Deepened engagement of the India UNCT with treaty Body mechanisms | Ongoing |
| EVALUATION RECOMMENDATION 3: PROGRAMME PRIORITY AREAS | | | | |
| 3a. In order to be effective, it would be necessary to limit the number of UNDAF focus areas to a maximum of 6 broad outcomes that could be steered by agencies having core competencies in relevant areas. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| The new UNSDF (2018-2022) has 7 pillars | By end 2017 | UN agencies | GOI-UNSDF (2018-2022) has 7 pillars including a standalone pillar on gender and youth. | Completed |
| 3 b. Reducing inequality to be driver of programmes | | | | |
| The new UNSDF (2018-2022) follows core programming principles, including the principle of Leave no one behind | End 2017 | UN Agencies | Consultation held with the LNOB population groups to inform the SDF. Based on their recommendation, for each pillar specific LNOB groups have been identified. | Completed |
| 3 c. a greater focus needs to be given to environment sustainability | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| The new UNSDF (2018-2022) follows core programming principles including sustainability | End 2017 | UN Agencies | Stand-alone pillar on Environment, Climate change and disaster resilience included in the SDF | Completed |
| EVALUATION RECOMMENDATION 4: GEOGRAPHICAL FOCUS | | | | |
| 4a. Areas to be mix of regions with MDG backlog and those facing emerging challenges | | | | |

| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
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| The new UNSDF (2018-2022) aims to focus on the poorest States, including the North – East and areas that are experiencing emerging challenges | Mid 2017 | UN agencies | In line with the government focus, UN agencies are present in 112 aspirational districts. | Ongoing |
| 4b. In order to improve effectiveness of the UN functioning at the state level, a coordination structure at the state-level for the achievement of the SDGs needs to be set up in consultation with the state governments. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Steps shall be taken to ensure greater coordination at the State level | By 2019 | UNRCO | Engagement strategy for UN agencies to coordinate effectively at the State level in place | Completed |
| 4c. Deepen and widen engagement with remote states, especially North East | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| The new UNSDF (2018-2022) identified North–East as of the area for concerted UN action | By end 2017 | UN agencies | UNDP has consolidated its presence in the NE and is working with other UN agencies in the region, including UNICEF and WHO that have a presence in the North East | Ongoing |
| Evaluation Recommendation 5 Management of UNDAF | | | | |
| 5a. Ensure stability of UNDAF management arrangements | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Steps shall be taken to ensure greater ownership by the HOAs | By 2019 | UN RCO | Well-functioning Results Groups, chaired by HOAs are in place | Completed |
| 5 b. it would be more prudent to have a three-year rolling plan as it may better address issues of regime change both internally and externally in comparison to a fixed five-year work plan. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Discussion shall be initiated with the government | By 2018 | UNRCO | Government has exhibited strong ownership of the SDF. UNSDF Joint Management Committee meetings take place yearly and include submission/review of key elements of the annual work plan. | Completed Ongoing |

| 5c. Sensitise and ensure wider ownership of UNDAF in Line Ministries | | | | |
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| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Ensure that line Ministries are well aware of the UNDAF | End 2017 | Agencies and UNRCO | The Strategic Prioritization Retreat conducted to share the broad contours of the UNSDF, with the participation of several line ministries. Additionally, the annual Joint Steering Committee meetings also have participation of line ministries | Ongoing |
| 5d. Ensure greater transparency and accountability of UNDAF management structures | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Efforts will be taken to involve external stakeholders in management of UNDAF | By 2019 | UNRCO | Under the leadership of NITI Aayog, the counterpart in the government for the implementation of the UNSDF, senior advisors have been appointed for each of the Results Groups. Additionally, UN Women has a CSO Advisory Committee. | Completed Ongoing |
| EVALUATION RECOMMENDATION 6 JOINT COLLABORATION AMONG UN AGENCIES | | | | |
| 6a. Ensure effective collaboration among UN agencies in the spirit of One UN: UNDAF needs to be seen in the light of the importance attached by the UN Secretary General to 'One UN', which will increasingly demand that the UN agencies coordinate their activities among themselves in a much more coherent manner extending beyond UNDAF joint outputs to larger programming and advocacy initiatives. Greater efforts to ensure such 'joined up' working in all programmatic initiatives of UN agencies, including UN joint programmes, are imperative in order to make "One UN" a living reality. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| The UNSDF 2018-22 includes in its ambit the entirety of UN agency work, in line with the spirit of One UN | By end 2017 | Agencies | This recommendation was taken into account while developing the new UNSDF 2018-22, which captures the work of all UN Agencies operating in India, so as to encourage and facilitate maximum and efficient coordination. The joint programmes/initiatives by the UN agencies under the current UNSDF far exceeds those in the previous | Completed |

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| | | | UNDAF | |
| 6b. It is essential to ensure that the working groups are steered at an administrative level of Heads of Agencies or at least the Deputy Country representatives to ensure accountability and results. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Efforts shall be continued to ensure that results groups are led by HOAs | mid 2017 | Agencies | Results groups are chaired by HOAs | Completed |
| 6c. The contributions of the staff members participating in Results Groups should be adequately reflected in their performance appraisal | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Efforts shall be made to encourage HOAs to recognize efforts related to coordination | | | Several UN staff in UN agencies have coordination related indicators/KRAs | |
| 6d. Meaningful agency participation in groups through technical and/or financial inputs | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Establish Results groups | By end 2018 | UNRCO | 7 results groups for each GOI-UNSDF Pillar in place chaired by HOAs | Completed |
| 6e. Develop synergies between individual agency work to bolster larger impact | | | | |
| Promote Joint programming | By end 2019 | UNRCO | UN agencies have over 68 initiatives that follow joint approaches. | Ongoing |
| Evaluation Recommendation 7 Monitoring & Evaluation | | | | |
| 7a. Systematic and accurate reporting on results | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Enable results groups to undertake RBM | Mid 2017 | RCO | Over 150 UN team members trained on the use of UNINFO to ensure systematic reporting of results. | Completed |
| 7b. Results to be stated in more specific rather than generic terms, providing a realistic assessment of UN's strategic advantage. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Efforts shall be undertaken to enable results groups to undertake RBM | Mid 2018 | RCO | Greater emphasis has been accorded to reporting of results, through the UNINFO, Annual Reports and to the UNSDF Joint Steering Committee. This is | Ongoing |

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| | | | supported by the Results Groups, Programme Management Group of Deputies, as well as the M&E Group. Outreach of results is also undertaken through the UN Communication Group. The UNCT will also be conducting an evaluation of the UNSDF in 2021. | |
| Evaluation Recommendation 8 UNRC Functions | | | | |
| 8a. Strengthen Capacity of UNRCO | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Hire experts to support work of RCO, especially normative work | Mid 2017 | RCO | RCO capacity enhanced as part of the UN Reform, with the allocation of core positions. Further, the India UNCT has the support of a Social Inclusion Policy Officer and a Gender and Youth Coordination Officer, based in the RCO | Completed |
| 8b. Enhance capacity to monitor results in RCO | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Efforts shall be undertaken to strengthen M&E capacity at RCO and also within the Results groups | Mid 2017 | RCO | M&E officer has been hired at the RCO. Results Groups are supported by M&E Officers of respective agencies | Completed |
| 8c. UNRC should proactively steer the working groups | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Greater participation of RCO in the working groups | By mid 2017 | UNRCO | All Results Groups meetings are attended by members of the RCO | Ongoing |
| Evaluation Recommendation 9 Private Sector Partnership | | | | |
| 9a. UN should increasingly seek to procure such CSR funds of public sector units towards programming | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Undertake efforts to bring on board private sector as an integral partner for the | End 2017 | UNRCO and Agencies | UN India Business Forum launched with membership of over 60 plus private sector companies | Completed Ongoing |

| UNSD. Instead of seeking philanthropic-based interest, the approach is to generate partnerships to develop innovative solutions to development challenges, in a manner that these make business-sense. | | | UN in India Young Business Champion for the SDGs appointed A CSR Trust for SDGs launched with support of UN Agencies | |
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| Evaluation Recommendation 10 Knowledge Generation and Dissemination | | | | |
| Provide policy advisory services, relevant knowledge products and facilitate national and state level dialogues on issues more proactively- particularly in light of the SDGs. | | | | |
| Key actions | Time Frame | Responsible Unit | Action Taken | Status |
| Strengthen partnership with national and state entities on SDGs | Ongoing | UN Agencies and RCO | Partnerships on SDGs with national and level entities strengthened, including with NITI Aayog, Ministry of Statistics and Programme Implementation, and State governments. This includes through programme support, advocacy, technical support, and the setting up of SDG Facilities in 13 states. The UN agencies supported the development of two SDG Indices at the national level, 13 state vision documents. The UN in India also supported GOI in the preparation of the second Voluntary National Review for the High-Level Political Forum in 2020. | Ongoing |