

UNDP Management Response

INCLUSIVE GROWTH OUTCOME MID-TERM EVALUATION

Prepared by: Andrei Darie
Cleared by: Valeria Ieseanu

Position: Programme Specialist/ Cluster Leader
Position: Planning and Partnership Development Specialist

Unit/Bureau: Programme
Unit/Bureau: Programme

Overall comments
Overall, the implementation of the Inclusive Growth Cluster's portfolio is in-line with the set plan, and the progress in achieving the objectives is good. The Inclusive Growth portfolio is very relevant, well designed and implemented, with good sustainability through its partnerships and involvement of stakeholders, and with a mixed approach in considering human rights and gender equality. The portfolio is fully aligned with and has excellent relevance for the CPD and the UNDAF implementation and continues to have high relevance in the COVID19 induced context as well.

Recommendation 1.
R1.1 Strengthen coordination with other UN agencies and other donors.
R1.2 Clarify topics that can be handled together with other UN agencies to achieve synergies.

Management Response:
To participate in all relevant coordination platforms, to ensure timely and meaningful exchange of information and coordination of interventions with other donors active in areas relevant for the Inclusive Growth Cluster.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking*	
			Comments	Status
1.1 Participate in any Government driven or donor-driven coordination discussions to establish meaningful partnerships and synergies at local level, and ensure multilateral and bilateral coordination with the main development partners, emerging initiatives in thematic and geographic areas covered by the Cluster with the view to avoid overlapping and encourage synergies.	1.1 December 2022	Inclusive Growth Cluster	1.1. On-going coordination and synergies building ensured for projects under implementation, via participation in Government led platforms (education sector), donor led – efforts (MiDL/SDC), bilateral coordination and projects Steering committees' meetings	1.1. Initiated
1.2 Participate and co-chair two UN agencies task forces – the Migration Task Force and Transnistria Task Force, actively contributing to all processes and discussions of these platforms to enhance thematic partnerships and joint initiatives, to clarify and strengthen the cooperation around ongoing initiatives of the Inclusive Growth Cluster.	1.2 December 2022		1.2 On-going – IG cluster representatives take part in and contribute to regular (monthly) meetings of the Migration Task Force and Transnistria Region	1.2 Initiated

			Task Force	
Recommendation 2. R2 Multiplication: upscale and replicate successful approaches and results. R2.1. Demonstrate the positive results.				
Management Response: Scaling-up mechanisms will be devised in all projects considering the specifics and operational context of each project, and/or continue to improve the ones already established, and good practices will be widely disseminated				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Status
2.1 Provide capacity building and methodological guidance to relevant partners (CALM, State Chancellery, business associations, etc), to ensure ownership and durability of interventions, as well as disseminate best-practices and make available knowledge products to potential beneficiaries.	2.1 December 2022	Inclusive Growth Cluster	2.1 Activities initiated as part of on-going projects (MiDL, CBM, EU4Focal Regions)	2.1 Initiated
2.2 Continue applying the graduality principle and fortifying capacities of local stakeholders that have the highest potential of absorbing and ensuring the continuing of approaches on the left bank of Nistru (business associations, thematic platforms, CCI and local CSOs).	2.2 December 2022	Project Managers	2.2 On-going – graduality principle applied within CBM project	2.2 Initiated
Recommendation 3. Explore possibilities to involve the private sector in delivering public services.				
Management Response: To identify good practices of involving the private sector in public services delivery to feed-into future programmatic interventions.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Comments
3.1 Identify new practices and monitor the progress of the new approaches currently in piloting phase, of involving	December 2022	Inclusive Growth Cluster Project Managers	New approaches in local economic development involving private sector are currently	3.1 Initiated

the private sector in local/regional economic development, and consider expanding these approaches on enhancing private sector's role in local public service delivery.			piloted in the MiDL and EU4Focal Regions Projects	
---	--	--	---	--

Recommendation 4.

Increase focus on digitalization.

Management Response:

Inclusive Growth Cluster's will enhance incorporation of digitization in its on-going work in a multi-fold approach, focusing on both - the demand and supply side.

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Comments
Key Action(s) 4.1. Provide capacity building on digital literacy and use of available digital communication tools to beneficiaries, as part of the on-going projects 4.2. Explore new opportunities for fundraising initiatives focused on promoting digitalization in the public and private sphere.	4.1 December 2021 4.2 December 2022	Inclusive Growth Cluster	4.1 Piloting e-learning in Gagauzia initiative started; local administrative services re-engineering process initiated (in EU4Focal Regions)	4.1. Initiated 4.2. Not Initiated

Recommendation 5.

Deepen the work on understanding migration and its effects, as the phenomena gains increasing importance in the Republic of Moldova and worldwide.

Management Response:

To explore new avenues for developing support programs for diaspora's engagement in various aspects of local development through Hometown Associations, that could be further scaled up

Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Comments
Key Action(s) 5.1 Conceptualize support programs for diaspora's engagement in various aspects of local development through Hometown Associations, that could further be scaled up via the State Chancellery and CALM (e.g. in areas like diaspora support to economic development, to seniors left behind, etc.) 5.2. Explore the feasibility of extending the model of	5.1 July 2022 5.2 December 2021	Inclusive Growth Cluster Project Manager	5.2 Concept on analyzing the feasibility of extending the model	5.1 Initiated 5.2 Initiated

engaging migrants in the development of communities from the left riverbank. 5.3 Conduct a joint programming development exercise with IOM that shall reveal new potential areas of future joint interventions and fundraising opportunities.	5.3 May 2021		of engaging migrants in the development of communities from the left riverbank drafted 5.3. Joint UND-IOM programming exercise initiated.	5.3 Initiated
Recommendation 6.				
Formalize lessons learnt in the interim reports.				
Management Response:				
To devise new instruments for data collection and lessons learnt aggregation through the projects' implementation cycle and their operationalization				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Comments
Key Action(s) 6.1 Devise new instruments for data collection and lessons learnt aggregation throughout the projects' implementation cycle, their formalization in interim and annual corporate and donor reports, and operationalization for improving the ongoing projects.	December 2022	Inclusive Growth Cluster Project Managers		Not initiated.
Recommendation 7.				
UNDP should promote the usage of the existing taxonomy of vulnerable groups				
Management Response:				
To ensure that the existing taxonomy of vulnerable groups is accurately used in all ongoing projects.				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Comments
Key Action(s) 7.1 Conduct specialized training and coaching of the Inclusive Growth Cluster staff in applying the taxonomy of vulnerable groups in all programmatic interventions, monitoring and evaluation, and reporting processes.	December 2022	Inclusive Growth Cluster Project Managers	The taxonomy of vulnerable groups ¹ was previously developed and applied in UNDP projects operating at local level with specific focus on vulnerable groups (e.g. JILD)	Not initiated

¹ https://www.md.undp.org/content/moldova/en/home/library/inclusive_growth/rezum-at-al-studiului-asupra-vulnerabilitii-taxonomia-i-posibilel.html

Recommendation 8.				
Strengthen the equality perspective within the projects and increase personal skills of the staff				
Management Response: The Inclusive Growth Cluster will ensure meaningful mainstreaming of gender related aspects within all projects, to emphasize the equality perspective in its interventions				
Key Action(s)	Time Frame	Responsible Unit(s)	Tracking	
			Comments	Comments
Key Action(s) 8.1. Emphasize gender aspects within projects by supporting the development of gender sensitive initiatives, by applying gender-sensitive procurement and recruitment principles, gender disaggregated data collection and reporting 8.2. Regularly update the list of projects gender focal points and encourage staff to take part in available peer-learning opportunities and mainstream gender in daily work.	8.1 December 2022	Inclusive Growth Cluster	8.1 Gender equality principles applied in all Inclusive Growth Clusters, at all stages of project management cycle	8.1 Initiated
	8.2 December 2022	Project Managers	8.2 List of project focal points was last update in February 2021, and shall be regularly updated while the staff is regularly encouraged to take all learning available opportunities on gender equality aspects	8.2 Initiated