Management response template

**UNDP management response template**

**[Midterm Evaluation of Policy Support Programme]** Date:25/11/2021

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| **Evaluation recommendation 1. Project Design:** The project design has number of areas for improvement. Theory of Change is an important component of UNDP projects. A clear TOC with underlying assumptions and based on cause-effect rationale is critical for clarity about project’s scope, expected results and implementation pathways. Similarly, a well-articulated project results framework is important to assess project effectiveness and impact at a later stage. To the extent possible, the results framework should have output targets bifurcated by sub-thematic focus of an output. Project output indicators and targets should be disaggregated by gender and other filters. UNDP’s guidelines also require gender disaggregated needs analysis of different vulnerable groups during the design phase of the project. Therefore, the next iteration of the project should pay attention to these and other observations made in this report.  |
| **Management response: Agreed with the Recommendation** |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 The Unit will prepare a new project document to reflect recommendations and also align it with new UNSDCF (OPIII) and UNDP CPD and UNDP Global Strategic Framework.  | 31st May, 2022 | Development Policy Unit | The consultative programme design is underway.  | Initiated |

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| **Evaluation recommendation 2. PSP Linking to Outcome and Output:** Currently, the project is not linked to the right UNSDF outcome and CPD output. UNDP should revisit this. The most appropriate outcome to which PSP should be linked will be UNSDF outcome 1. This needs to be catered to once the new UNSDF is developed. |
| Management response: |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 2.1 The project will review the current UNSDF and its linkages with relevant outcome and output. Additionally, once the next UNSDCF is finalized the project document will be aligned accordingly.  | 31 May 2022 | Development Policy Unit | The new project document is being aligned with current UNSDF outcome and outputs.  | Initiated |
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| **Evaluation recommendation 3. Sub-National Partnerships:** The overall implementation and partnership for PSP remains appropriate. However, given the decentralized nature of governance in Pakistan, project partnerships should go beyond institutions at the federal and provincial levels. PSP has partnered with city governments / administrations (Islamabad and Rawalpindi) through the urban platform. Based on the analysis and feedback from KIIs, it is inferred that the policy instruments proposed by such policy projects could have higher impact and chances of sustainability through partnerships at sub-national level.  |
| **Management response**:  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 3.1 The new programme document will focus on deepening and diversifying existing sub-national partnerships with provincial and regional governments as well as other key stakeholders’ including civil society, academia and private sector.  | 31 May 2021 | Development Policy Unit | Consultation with relevant sub-national stakeholders will be undertaken in revision of project document. A draft list of stakeholders has been drafted. |  Initiated |

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| **Evaluation recommendation 4. Leave No One Behind:** Both the project design and partnership strategies should clearly define how the objective of “leave no one behind” will be achieved. While composite indices like MPI, Gender Inequality Index, produced as part of a composite index, are important, policy projects should also produce standalone policy instruments and analyses on burning issues concerning marginalized groups of society. For example, violence against women is a serious and recurring issue in Pakistan. Analysis of the root causes of such an issue, policy dialogues and policy proposals against such issues could play an important role in addressing such matters. However, to ensure broader inclusion, the different policy instruments like NHDR and DAP should also cover issues faced by religious and other minorities. |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 The new project document will adequately address the objective of leaving no one behind especially in line with the recommendations of NHDR 2020 on inequality, with a special focus on women, youth, minorities, specially abled people, refugees and other vulnerable groups.  | 31 May 2022 | Development Policy Unit | The project document will build on on-going engagement and programme activities involving vulnerable groups.  | Initiated |
| 1.2 DPU publications including DAP and NHDR 2020 already reflect issues faced by marginalized groups. Additionally next NHDR 2023 on digital transformation will also have leave no one behind as a cross cutting core theme and this will be reflected in the new project document.  | December 2022 | Development Policy Unit | NHDR and DAP keeps a special focus on issues of marginalized groups. In 2021, a special issue of DAP on Womenomics was produced and policy dialogues around the theme were held. Similarly, NHDR on inequality analyzed people perceptions on inequality, including those faced by religious minorities. DPU will continue the focus on marginalized groups in its policy publications | Completed, no due date |

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| **Evaluation recommendation 5.** **Project Documentation:** The evaluator gathered a lot of information about the project through simple google searches and review of generally accessible documents on internet. A significant portion of this information was not available in the project reports. It is recommended lessons learned and project best practices are regularly documented and analyzed. This would play a critical role in knowledge and experience sharing about such important policy projects.  |
| **Management response:**  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 The Project will maintain and produce Annual Progress Reports to document lesson learned and project best practices  | 31 January 2022 | Development Policy Unit | APR for 2022 is being drafted | Initiated |

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| **Evaluation recommendation 6. Political Engagement:** Policy instruments should not be treated as technical standalone tools. Policy actions in follow up to proposed policy instruments depend on political ownership. The engagement of concerned political offices is therefore critical. Policy projects must have a clear partnership strategy for political engagement. PSP has used some good practices (like the engagement of political parties in the Advisory Councils for NHDRs) which should also inform political engagement for other policy instruments. |
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| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 The revise project document will build on existing political relationships at national and subnational levels with a focus on deepening high level political and policy relationships and partnerships. Necessary programme advisory and management structures would be reviewed and introduced in the new project document reflecting high level policy partnerships between the Government and UNDP.  | 31 May 2022 | Development Policy Unit | Political engagement at national and sub-national level was discussed at design thinking workshop. The findings will inform the new Project Document.  | Initiated |

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| **Evaluation recommendation 7. UN Participation:** PSP forged constructive partnerships with some of the UN agencies including UNFPA and UNICEF. Many of the policy instruments – including HDI, MPI – are cross-cutting and applicable to the work of other UN agencies. The UN Country Team and the UN Resident Coordinator Office could play an instrumental role in the design of comprehensive policy proposals, their advocacy, and institutionalization by the government as well as UN agencies. PSP consulted many of the UN agencies for the NDHR on Youth. A next phase of PSP should further build on this and should deploy a mor systematic approach to the engagement of UN agencies for its policy work.  |
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| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 The new Project Document will create a structured programmatic rational and interventions to enhance UNDPs policy footprint for sustainable development as well as building and leveraging UNDPs SDG integrator role in close partnership with RCO and other UN Agencies.  | 31 May 2022 | Development Policy Unit | The unit has collaborated with relevant UN organizations for example UNICEF on policy related interventions. While formulating the new Project Document, consultation with relevant UN Organizations will be undertaken to develop a framework for such partnerships. | Initiated |

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| **Evaluation recommendation 8. Sustainable Development:** Inclusive growth and sustainability (related to environment and climate change) should go hand in hand. These two, besides the overall issues concerning inclusion and leave no one behind, should be the building rocks of any policy project. PSP covered to a larger extent the issues of inclusive growth but could have done more on issues related to sustainable production and consumption. Sustainability should be the key area of focus for any future project on policy support. The engagement with Climate Change Unit of UNDP is less compared to Governance and CPRU and should be enhanced.  |
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| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 The project will establish forums in the revised Project Document to engage with units and identify avenues for collaboration. Meanwhile, the project will engage with ECCU, CPRU, DGU and Accelerator Lab colleagues to work collaborative on avenues of mutual interests | 31 May 2022 | Development Policy Unit | Conference on Blue Economy is being jointly organized. Similarly, Twitter Chat on COP26 is being planned. DPU has produced several editions of DAP mutually in consultation with other programme units.  | Initiated |

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| **Evaluation recommendation 9.** **Financing for Development:** Through PSP platform, UNDP had initiated some interesting work on “financing for development” in 2019. Partnerships with were developed with Istanbul International Centre for Private Sector in Development for exploring green Sukuk (green bond). Some initial work was down with Tundra Fund for SDG aligned investments. The project has also produced an analysis of city revenue potential, Debt Swaps and Zakat. The future work of PSP should build on such and pursue financing for development as on its major stream of work.  |
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| **Comments** | **Status****(initiated, completed or no due date)** |
| 9.1 The project will identify and initiate work on Financing for Development portfolio. This will also be reflected as part of revised project document.  | January 2022 | Development Policy Unit | The project has initiated initiatives around F4D theme, including Climate Financing, Insurance and Risk Financing and SDG investments | Initiated |

\* Status of implementation is tracked electronically in the ERC database.