

Country: Bhutan UNSDPF 2019-2023 EVALUATION MANAGEMENT RESPONSE

Evaluation Title/Year: United Nations Sustainable Development Framework 2019-2023

- **Preparation of the management response:** UNCT and ERG Chair
- **Approval of the management response:** UNCT and the ERG Chair
- **Follow-up monitoring and updating of the management response's implementation:** RCO/UNCT
- **Frequency of monitoring and updating:** Bi-Annual

Note: Please refer to the action point number in the explanation note in the 'consolidated action point' tab (the original action point numbers and details are there). This sheet contains the revised and renumbered action point.

RECOMMENDATIONS TO IMPROVE FORMULATION AND GOVERNANCE OF THE NEW CF

Recommendation 1: Maintain the Program's Relevance through Continued Alignment with National Priorities

Management response - Accepted/Partially Accepted/rejected : Partially Accepted

If rejected or partially accepted, please provide an explanation:

Have accepted all action point and partially accepted action point 1.2. Explanation for partial acceptance provided in comments. These action points are mostly integrated in the ongoing UNSDCF 2024-2028 formulation process.

Key action(s)		Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by RCO			
				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
1.1	For the upcoming United Nations Sustainable Development Cooperation Framework (UNSDCF), it is recommended that the UN continue its support in the current priority areas, in line with the RGoB's five-year plans.	Oct-23	RWG Co-lead/ RCO	Accepted: CF priority area and outcomes are aligned to the National 13 Five Year Plan key results and outcome areas. UN will continue to support national priority area within the JWP.	ongoing as expected	June	2024
1.2	The UN is well positioned to provide continued support for RGoB's 13th FYP, which will further outline priorities for the country and the UN system.	Dec-23	UNCT/ RCO	Partially accepted: since the UNCT is adequately positioned to provide technical and financial support within the capacity available within the UN System. - The UNSDCF 2024-28 priority area has been jointly identified with the Government; the UN's four strategic priorities of Sustainable Economic Development and Diversification and Shared Prosperity, Equitable Human Development and Wellbeing Across the Life course, Sustainable and Healthy Environment, Resilience to Disasters and Climate Change, and Inclusive, Transparent, and Accountable Governance and Rule of Law - it is difficult for the UN agencies to support all request for experts from the Govt, due to resources and other constraints.	ongoing as expected	December	2023
1.3	The preparation of the new upcoming United Nations Sustainable Development Cooperation Framework (UNSDCF) should be conducted with the full engagement of national stakeholders, including government and non-governmental entities.	May-Dec 2023	RCO	Accepted: Stakeholders from Government, CSO, Academia and pvt sector engaged in the CF development process. RWGs Joint Lab Session, Joint Strategic prioritization meeting, Youth consultation, CSO consultation , Pvt sector consultation (May 2023-Dec 2023)	ongoing as expected	December	2023
1.4	The UN should conduct a gender assessment of the upcoming United Nations Sustainable Development Cooperation Framework (UNSDCF) to understand their performance against minimum standards for GEWE and identify opportunities for joint programming and capacity building events	Jun-24	Gender working group	Accepted: The Gender working group will take up the lead role to take this forward and the option is to conduct it through the results working group.	ongoing as expected	June	2024

Recommendation 2: Strengthen the Programme's Intervention Logic and Results-based Management Directed at the UNCT								
Management response - Accepted/Partially Accepted/rejected : Partially Accepted								
If rejected or partially accepted, please provide an explanation:			All recommendation were accepted, however it was agreed that few of the action points can be jointly addressed through implementation of one action point, the UN agencies using the UNIFO as a planning and monitoring tool under action point 2.4 will address action point 2.5 and 2.6. Therefore, these action points were combined accordingly.					
Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by PME Working Group					
			Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring		
2.1	Ensure full involvement of national counterparts, especially implementing partners, in the development and revision of the results framework.	May-Dec 2023	RWGs and PME Group	Accepted :Stakeholders from Government, CSO, Academia and pvt sector engaged in the RWG Joint Lab session which includes the development of results framework of the UNSDCF.	ongoing as expected	December	2023	
2.2	Improve the alignment between individual agencies' M&E systems and the UNSDPF's M&E framework.	Oct-23	RWGs and RCO	Accepted: Both M&E systems are based on the RBM framework, area of improvement will be to align the UNSDCF indicators to the 13 FYP indicators.	ongoing as expected	December	2023	
2.3	Support the RGoB in establishing a system for tracking SDG progress, and provide guidance to national counterparts in tracking progress to accelerate SDG achievement.	Dec-24	UNDP in partnership with ESCAP and UNDESA	Accepted: UNDP to lead in consultation with DESA and ESCAP.	ongoing as expected	December	2024	
2.4	Make the UNINFO system fully effective by automating it and ensuring that UNSDPF results are regularly updated as part of coordinated whole of UN reporting process for financial and physical progress .	June 2023-June 2024	PME team, RWGs and RCO	Accepted. PME to lead. Currently PME and UNINFO focal points are using the UNINFO system to carry out Mid year review 2023 with the objective to mainstream use of UNINFO as a monitoring and reporting tool for all agencies. This will also ensure the following: - alignment and coordination of reporting producers between the agency and UN level. - The functional UNIFO will allow continuously track financial resources mobilized and spent, establish a process for collecting, storing, analysing, and reporting financial information effectively using the UNINFO platform, and monitor the process continuously, providing necessary training to UN agencies as needed. - UNSDCF indicators will be monitored and tracked using UNINFO by the PME and UNINFO focal point from respective agencies. - All agencies information on resource mobilization and utilization updated on UNINFO on quarterly basis and shared with UNCT.	ongoing as expected	June	2024	
2.5	Strengthen the joint results groups' capabilities to identify and analyse outcome and output indicators and plan interventions under the UNRCO's coordination. Organize joint trainings on RBM matters for relevant agency staff.	2024-2028	PME and RCO	Accepted: Joint RBM training organized annually	ongoing as expected	June	2024	

Recommendation 3: Strengthen the UNSDPF Infrastructure for Inter-agency Cooperation (Directed at the UNCT)								
Management response - Accepted/Partially Accepted/rejected : Partially Accepted								
If rejected or partially accepted, please provide an explanation:		It was agreed that few of the action points can be jointly addressed through implementation of one action point. Action point 3.6 under this recommendation has been combined with action 2.4. Action point 3.7 was merged with action point 3.3. Action point 3.4 and 3.5 are partially accepted as explained in the comments section.						
Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by UNCT/RCO					
			Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring		
3.1	Conduct an assessment of the UN coordination infrastructure to streamline existing groups and enhance their operations and results.	July 2023 Quarterly updated	RCO	Accepted: RCO to lead; UNCT Configuration for the UNSDCF carried out and internal coordination structure constantly updated.	ongoing as expected	December	2023	
3.2	Strengthen all outcome and thematic groups procedurally by drafting comprehensive Terms of Reference, completing membership appointments, providing necessary information to members, and offering effective administrative support. Ensure that thematic groups relevant to the country context are fully operational.	June- Oct 2023	RCO	Accepted: RCO to lead; TOR for CF governance structure developed and agreed with government. Thematic groups established and revised as required.	ongoing as expected	December	2023	
3.3	Communicate the appointment of co-chairs and co-facilitators of Outcome Groups (OGs) effectively to all relevant parties, especially government counterparts.	June- Oct 2023	RCO, UN RWG leads	Accepted: RCO to lead; TOR for CF governance structure developed and agreed with government. Thematic groups established and revised as required. All OG related information is stored on Teams platform for all Thematic and RWG's. RCO shall provide awareness session to all OG focal points. Develop Orientation package for incoming Co-Chairs. UNINFO access shall be provided to all partners.	ongoing as expected	December	2023	
3.4	Encourage UN agencies to actively engage with joint coordination structures, with non-resident agencies committing sufficient resources and staff to the in-country coordination process.	Oct 2023-Dec 2028	RCO, UNCT, RWG Leads	Partially Accepted: Continue inviting/engaging NRA's to UNCT, Thematic groups and RWG meetings since there is very little control of NRA's engagement in country.	ongoing as expected	December	2024	
3.5	Make OGs fully functional with regular meetings based on clear agendas and sufficient information sharing. Strengthen the UNRCO's secretarial support for OGs and ensure that co-chairing UN agencies provide necessary leadership.	Jun-24	UNCT and RCO	Partially Accepted: Continue to support Bi-annual RWG/OG meetings. Since RCO does not have the capacity to carry out the secretarial role.	ongoing as expected	June	2024	
Recommendation 4: Enhance Joint Planning and Implementation (Directed at the UNCT)								
Management response - Accepted/Partially Accepted/rejected : Accepted								
If rejected or partially accepted, please provide an explanation:		All Action point were accepted, these action points will be integrated in the JWP development process of the UNSDCF 2024-2028 .						
Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by UNCT/RCO					
			Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring		
4.1	Ensure full involvement of responsible government officials and co-facilitators in the preparation of Joint Annual Work Plans (JAWPs) and the allocation of funds.	Oct 2023-Dec 2028	RWGs/ UNCT	Accepted: Continue engaging partners in preparation of Joint Annual work Plans.	ongoing as expected	December	2024	

4.2	Strengthen the UNRCO's role in the planning process, facilitating better harmonization across agencies, improved communication, and information flow among agency staff on planning matters. Monitor coordinate agencies' planning processes and timelines, provide regular updates, and identify opportunities for inter-agency consultations.	Jan-Dec 2022	RCO	Accepted: The RC hired an UN Staff College Expert on RCO Capacity Building in 2022. This hands on training improved the delivery of the RCO staff in support of the UNCT and the UN's common goals. The RCO team is more familiar with their roles and responsibilities and obligations to coordinate interagency consultations on all common goals for the UNCT. The RCO also hired an expert consultant to assist with the CCA & CF. He facilitated discussions with the RGoB and the UNCT to ensure alignment with government planning processes. Sectoral planning is done via respective agency mandates and shared with the UNCT in the absence of the RGoB agreeing to join sector coordination in Bhutan.	completed	June	2022
4.3	Facilitate a more harmonious alignment of UN planning processes with government planning approaches at sectoral and national levels through the UNRCO.	July 2023-2024	RCO	Accepted : The RCO hired an expert consultant to assist with the CCA & CF. He facilitated discussions with the RGoB and the UNCT to ensure alignment with government planning processes. Sectoral planning is done via respective agency mandates and shared with the UNCT in the absence of the RGoB agreeing to join sector coordination in Bhutan.	ongoing as expected	June	2023
4.4	Promote joint programming by identifying and institutionalizing incentives for agencies to engage in joint programs.	Jun-24	RCO, UNCT, RWG Leads	Accepted: Agree on continuing Joint Programming efforts under the leadership of RCO, with the understanding that incentives are in the form of setting clear processes and coordination support towards PUNOs.	ongoing as expected	June	2024
4.5	Support the process with training for agency staff on modalities and approaches to joint programming through the UNRCO.	Twice 1. 2023 2. 2025	RCO	Accepted: conduct staff training on joint programming approach and modalities	ongoing as expected	December	2024
4.6	Raise awareness among UN staff members about the UN reform and its implications for joint delivery. Facilitate this process with targeted training and team-building activities at the UN level through the UNRCO	Annually 2024-2028	RCO/ UNCT	Accepted: Continue to share information on UN reform within UN agencies, partners and as and when opportunity arises.	ongoing as expected	June	2024
Recommendation 5: Strengthen Joint Resource Mobilization Efforts (Directed at the UNCT)							
Management response - Accepted/Partially Accepted/rejected : Partially accepted							
If rejected or partially accepted, please provide an explanation:		All Action point were accepted, however action point 5.2,5.3,5.4 were combined under action 5.1 and action point 5.5 is combined with action point 2.4.					
Key action(s)		Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by UNCT/RCO			
				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
5.1	RCO will coordinate and strengthen the UNCT's resource mobilization approach and partnership through the United Nations Sustainable Development Cooperation Framework (UNSDCF 2024-2028) and the funding framework and Resource Mobilization Strategy. (rephrased and combined action point 5.1, 5.2,5.3,5.4)	Nov- Dec 2023	UNCT/ RCO	Accepted: UNSDCF along with accompanying with RMS/ Funding framework will be finalized. Action point 5.2,5.3,5.4 can be jointly addressed through this action point (RMS/funding framework)	ongoing as expected	December	2023

Recommendation 6: Strengthen Engagement with Civil Society, Private Sector and Development Partners (Directed at the UNCT)						
Management response - Accepted/Partially Accepted/rejected : Partially Accepted						
If rejected or partially accepted, please provide an explanation:		Action point 6.1, 6.4 and 6.6 were rejected and 6.7 was partially accepted because all the action points require Government engagement and approval. The action points reflected here are accepted and the RCO is in the process of establishing structures place to support the partnership.				
Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by UNCT/RCO			
			Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
Civil Society						
6.1	Strengthen UNCT's engagement with civil society by adopting a more coherent and harmonized approach across agencies in designing and delivering support, particularly capacity-building assistance.	Jun-24	UNCT/RCO	Accept: Organize periodic meeting between CSO and UN Agency Fund and programmes to ensure coherent and harmonized approach cross agencies in designing and delivering support, particularly capacity-building assistance. Continue engaging CSO in the Joint Steering Committee(CPB), RWG to enable opportunities for systematically engaging civil society.	ongoing as expected	December 2024
Private Sector						
6.2	Enhance UNCT's engagement with the private sector to promote sustainable development-friendly business practices and addressing development challenges.	Jun-24	UNRCO/ UNCT	Accept: RWG 1- establish Private sector advisory panel to promote private sector engagement with UNCT.	ongoing as expected	June 2024
Development Partners						
6.3	The UN should strengthen its role in facilitating coordination and cooperation between development partners and the government and national stakeholders.	2024-2028	UNRCO/ UNCT	Partially Accepted: The UN will continue to engage with DPs to provide them is updates on the development status of the country specifically focusing on LNOB. The UN is also not recognized as the facilitating entity to coordinate Government with Development partners.	ongoing as expected	June 2024
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