| ***Recommendations*** | ***Actions to be taken*** | ***Responsible*** | ***Timeframe*** | ***Resource*** | ***Implementation status*** |
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| **RECOMMENDATION 1: Strengthening inter-agency cooperation ACCEPTED** | | | | | **End of 2020**  **(as of 1 March 2021)** |
| **Results groups:**   * Increase frequency of result group meetings and strengthen the tracking of their decisions and the reporting of their results. * Agencies should commit to better attendance of results group meetings. * Identify incentives to make result group meetings more attractive to Government counterpart * Open result group meetings to civil society organizations. | 1. UNCT will consider revising the structure and functioning of Results Groups within the 2021-2025 SDCF, including increasing the frequency of meetings, recording of and follow up and the actions agreed, as well as involvement of the external counterparts. | UNCT;  RCO;  Results groups chairperson | Jul – Dec 2020 | No resources required | **Fully achieved.**   * SDCF Outcome groups created, ToR adopted, meeting minimum quarterly, MS Teams space created, with action points recorded and monitored regularly. * UNCT/PMT commitment to regularly involve external partners in all phases of SDCF implementation. * Specific modality to be proposed by Outcome groups / PMT by end Q1 2021. * UNDP nominated members in all outcome and other groups and is active member. * UNDP chairs Outcome group 3 on Healthy environment. |
| **Joint programming**   * Identify and institutionalize incentives for agencies to engage in joint programmes (suggested measures: government co-financing conditional on joint programming, establishment of SDG pooled funds for the financing of joint activities, etc.) | 1. UNCT will utilize all possible opportunities to develop joint programmes through improved internal communication of possible opportunities, development of joint concepts by utilizing issue-based programming approach. RCO will enhance its support in joint programming coordination. | UNCT;  RCO | Jun 2020 –Dec 2025 | UNCT members investing personnel/ expertise;  RCO scale-up | **Ongoing**   * UNCT / PMT regularly monitor the Outcome groups’ functioning and adjust as needed. This will be ongoing throughout the cycle. |
| **Gender**   * UNCT should cooperate more effectively around gender, not only with regards advocacy and awareness-raising, but also through the joint development of gender-sensitive programmes and legislation. * The UNCT could adopt a joint gender advocacy and communication strategy and work plan. * The agencies should further strengthen joint external communications on gender to ensure consistent messages and information and promote gender equality in external communications. | 1. Ensure gender mainstreaming is explicitly referred to as the guiding principle in the 2021-2025 SDCF; that SDCF Results Framework is gender responsive; and the indicators available are, where relevant, sex disaggregated. | UNCT | Jun – Dec 2020 | No | **Fully achieved.**   * The SDCF is gender-responsive and indicators (wherever data is available) are gender disaggregated. |
| **Advocacy, awareness-raising and communications with a focus on behavioural change**   * Agencies should find ways of cooperating more actively in the conduct of joint advocacy activities. * To the extent possible, the agencies should explore ways of delivering to external audiences stronger one-voice messages on such key issues. | 1. Develop SDCF Joint Communications and Advocacy Strategy | UNCT;  UN CG | Oct – Dec 2020 | UNCT resources;  RCO budget | **Fully achieved.**   * SDCF Comms and Advocacy Strategy 21-25 is developed and being implemented. |
| 1. Conduct behavioural study to understand young people’s perceptions on the development challenges and their active role in identifying solutions and leading change | UNCT;  UN CG | Jun – Dec 2020 | UNCT resources;  RCO budget | **Fully achieved.**   * The study has been conducted, and the results of the study will be used future programming. |
| **Other cooperation opportunities**   * UNCT should explore ways for further integrating activities under outcome areas one and three (employment and social inclusion). | 1. Results groups for outcomes 1 and 3 will jointly work to address the overlaps or the gaps in implementing the activities on employment and provision of services to the vulnerable groups of the population. In future, UNCT will review the division of outcomes and improve the forthcoming SDCF results framework. | Results groups;  UNCT | Feb – Dec 2020 | No | **Fully achieved.**   * The SDCF outcomes have been formulated with this recommendation in mind, and there is no overlap between the outcomes and outputs (except for the necessary complementarities, of course) |
| **Sustainable Development Goals**   * UNCT should strengthen cooperation around the SDGs. Under RCO’s coordination, the agencies should agree on a clearer division of labour in the area of support for the promotion and implementation of SDGs. Given their cross-sectoral nature, UNCT should explore ways of turning the SDGs into a mechanism that facilitates closer cooperation among the agencies. | 1. UN will support the Government in preparing the first Voluntary National Review (VNR) and support the post VNR processes, i.e. development of national vision or strategy or development plan; support in determining SDG accelerators; improvement of SDGs monitoring system; advocacy and partnerships, etc. | UNCT;  RCO | Jan 2020 – Dec 2025 | UNCT funding;  RCO budget; third-party funding. | **Fully achieved** in 2020, and ongoing in 2021.   * UN supported the Government in preparing the first VNR, currently is supporting the design methodology of 2021-41the methodology and operational structure for formulation of the national development strategy. |
| **RECOMMENDATION 2: Data and programme design & monitoring ACCEPTED** | | | | |  |
| * If there is progress with the adoption of a national SDG framework, UNCT should ground the upcoming programme results framework in the national SDG framework. | 1. UNCT will advocate for the adoption of a national sustainable development strategy / vision and the accompanying national SDG framework. | RC;  UNCT | Jul 2020 – Dec 2022 | No | **In progress.**   * UNDP with the overall coordination of RCO have prepared and proposed to the Government the methodological and institutional framework for the preparation of the NDS 2021-2040. It is conceptualized to be a “living strategy” rather than a mere document, that is heavily inspired by the doughnut model of economics highlighting SDG entry points. The first phase of the project is about to end in July 2021 and the actual preparation of the document is expected to begin by the end of August, beginning of September 2021 with anticipated completion date by the end of 2022. |
| * To make the SDCF results framework more practical and user-friendly, the number of indicators should be reduced and focus on those that are most meaningful and more directly related to the work of the UNCT. * SDCF document would benefit from the articulation of a solid theory of change that connects different pieces of work that UN entities carry out into a unified/coherent framework. | 1. New UNSDCF results framework will be designed with all recommendations fully taken into consideration, including less but carefully selected specific, measurable, achievable, relevant and time-bound (SMART) indicators based on the SDGs framework; and outcomes designed based on a sound and solid theory of change. | UNCT;  RCO | Mar – Dec 2020 | No | **Fully achieved.**   * The SDCF results framework was designed with all recommendations fully taken into consideration, with 34 SMART outcome indicators with national targets; and outcomes are designed based on a sound and solid theory of change. |
| **RECOMMENDATION 3: Sustainability of UNCT interventions ACCEPTED** | | | | |  |
| * UNCT should focus its support not only on the development of policies, strategies, draft laws, etc., but also on *how to get these instruments implemented* by the respective government entities. Agencies need to focus on linking policy making a lot more closely to the Government’s public financial management (PFM) system, by strengthening their capacity and engagement with the Ministry of Finance. The agencies should also strengthen the *systems that track broader results,* rather than inputs/outputs and assess more rigorously the sustainability of achievements. | 1. UN will enhance collaboration with the Ministry of Finance, to improve the programme budgeting for policies development and to enhance SDGs financing. (applies as well for a section of the first point of this recommendation related to improved results monitoring). | UNCT;  RC | Sep 2020 – Dec 2021 | No | **Ongoing.**   * The UNCT has some initiatives in this direction, such as the gender-based budgeting. A joint programme on SDG tagging of the state budget was developed, but, no funded yet. Also, the process of transition to programme-based budgeting, part of the overall PFM reform (supported by other development partners) is still ongoing. Further activities and most adequate involvement of UN in PFM will be discussed and agreed during planned internal consultations in the Outcome groups, planned for Q2 of 2021, taking into consideration the internal resources and capacities and the external landscape of actors involved on this topic. |
| * UNCT should ***design pilot initiatives more carefully*** to ensure that they become systemic, scaled up or replicated and that effects do not remain limited in scale and scope. The agencies should also establish an effective system for the tracking the performance of pilot initiatives over time. The UN should also focus more on ***documenting results, lessons, experiences, and good practices*** so that they are shared more widely, replicated, and scaled up. The UNRC Office should coordinate more closely the approaches taken by the agencies on piloting. | 1. Analyse, discuss with the national partners and adopt approaches to ensure sustainability of results as integral part SDCF | UNCT;  PMT | Oct 2020 – Dec 2025 | No | **Ongoing.**   * Initial activities have started but will intensify as of second half of 2021. * The active role of Outcome groups in this regard needs to be further assumed and developed. |
| **RECOMMENDATION 5: Strengthening UNCT role in coordination of development partners ACCEPTED** | | | | |  |
| * UNCT should strengthen the ***s****upport for government entities in improving their coordination capabilities.* In their respective sectors, the agencies can play a greater role in this area. Without side lining the Government, the UNCT can also play a greater coordinating role in the thematic areas where the agencies have the greatest involvement. This is the case particularly at the sub-national level where the UN has a strong presence, history and relationships with government and non-governmental actors. | 1. Continue with the development of institutional and policy capacities, focusing the interventions on the achievements of SDGs | UNCT | Feb 2021 – Dec 2025 | UNCT programme funding | **Ongoing.**   * The UNCT continued strengthen policy capacities in many areas. To name just a few: non-discrimination law and GBV, and gender-responsive budgeting, Economic and social councils, etc… |