Management response template

**North Macedonia ICPE** Date:

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| **Evaluation recommendation 1. While the current CPD outcome areas remain largely relevant, the emphasis should be on integrated cross-sectoral interventions promoting balanced, inclusive and sustainable development across the country.** |
| **Management response:** The recommendation is accepted.The CO will apply systems lens into the complex development challenges, highlighting interdependencies, tapping into narratives of transformation and activating dynamic portfolios that cut across sectors and geographic boundaries.  |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status****(initiated, completed or no due date)** |
| 1.1 To adopt a more rigorous internal approach to ensure that interventions under the forthcoming CPD adhere to the principles of holistic/integrated, balanced, and inclusive development. By opening the project design processes to different UNDP units regardless of their primary focus would enable development of longer-term, complex and transformative interventions seeking to address the key root causes to current sectorial inefficiencies.  | Dec 2021 | Cross-cuttingAll portfolios or Lead portfolioLead by DRR | More open design process is promoted in the CO, across all portfolios. For example, in a 2-year complex preparatory process led by UNDP DRR 2 UNDP portfolios, 3 UN agencies, IFI (EBRD) and the Government were engaged, and a holistic and integrated approach was promoted. Namely, recently approved programme by SDG Fund connects the environmental, social, and economic dimension of the air pollution issue and will promote adoption of energy efficient and renewable energy solutions by SMEs and marketable but underserved population (FHH, single parents, remittance recipients, returning migrants, COVID 19 affected employees). | Initiated  |
| 1.2 To investigate possibilities of improving implementation approaches of selected ongoing projects (at least one per portfolio) by strengthening the cross-sectoral aspects regardless of their thematic focus (for example, social and governance aspects of air pollution).The CO has started to explore portfolio approaches to better address complexity through collaborative narrative across vertical sectors and cross-cutting levers. The CO will focus on design of new options through problem space design and mapping of existing projects and identifying areas for new integrated cross-sectoral interventions. | Dec 2021 | Cross-cuttingAll portfolios or Lead portfolioLead by DRR | Under DRR leadership CO is currently negotiating with SIDA the Framework agreement under which governance and environment portfolios initiatives will be designed and implemented with clearly identified synergies and linkages.CO has applied portfolio approach and identified new area of bio-waste for which portfolio options were developed and are currently being activated. | Initiated |

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| **Evaluation recommendation 2. The results framework and evaluation practices should be strengthened to better capture programme achievements and better assess contributions to SDG targets.** |
| **Management response:** The recommendation is accepted.The CO will explore approaches which will provide evidence-based results and evaluation practices to serve as good source of information for assessing contribution to SDGs. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 2.1 To introduce an approach requiring more regular capture and documentation of results and lessons learnt (at least on a yearly level) as well as their incorporation in new projects (to ensure continuity and support sustainability of earlier interventions). | Dec 2025 | All programme units |  | Initiated |
| 2.2 To adopt an approach of SDG-oriented prioritization of indicators in all future RRFs to the extent possible. Alternatively, new indicators should be derived from SDGs based on internal metrics (NOTE: first attempts in this direction have already been made by the UN in the country). | Dec 2025 | All programme units |  | Initiated |

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| **Evaluation recommendation 3. Support for effective employment policies should continue with a focus on women and young people and complementary measures in the field of social inclusion.** |
| **Management response**: The recommendation is accepted.The CO will continue its focus on strengthening even further the measures in the field of social inclusion and will explore opportunities with a particular focus on women and youth, including persons with disabilities among youth and women. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 3.1 Focus on youth and women is already part of the ongoing employment programme. Relevant and demanded skills will be secured through better skills needs anticipation, testing of innovative approach for overcoming skills gaps and working directly with the private sector to refine both formal and informal vocational training, so that young people develop the skills that companies need. With establishment of the youth resource center in the Polog region activities are slightly focused on digital tools and innovation, as primary area of interest to youth, as well as building partnership with the private sector to support the process of gaining required skills. Successful models will give us the basis for expansion of the programme to the other regions, pending donors interest. | Dec 2022 | Social Inclusion |  | Initiated |
| 3.2 Through dedicated programme on building capacities of national partners and service providers, issues related to activation of young persons with disabilities will be further explored. | Dec 2025 | Social Inclusion | This action is part of the ongoing employment programme. During 2022/2023, through a policy level initiative an enabling legal environment will be created for social contracting of service providers for provision of employment services directed towards labour market inclusion of hard to employ people including persons with disabilities. UNDP will continue in 2022 with offering opportunities for self-employment of persons with disabilities. OPDs will also be capacitated to become stronger agents of change for implementation of the CRPD. In addition, capacity building initiatives will continue to be implemented for further strengthening of national partners’ and service providers’ capacities. | Initiated |
| 3.3 Additional analysis will be undertaken to better understand barriers for activation of women on the labour market. Specific focus will be given to formalization of care services and support capacity building of service providers to tackle the issue of care economy. | Dec 2022 | Social Inclusion |  | Initiated |
| **Evaluation recommendation 4. UNDP should scale up sub-national interventions, encouraging inter-municipal cooperation and reinforcing the role of regional planning in the context of EU integration.** |
| **Management response:** The recommendation is accepted.Under the priority 3 of the new CPD 2021-2025 the CO will continue to provide support for more effective governance including the strengthening of the mechanisms for inter-municipal cooperation and planning and pooling the resources to address regional and cross-boundary challenges. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 4.1 The CO will document lessons learned of successful sub-national interventions that have yielded high impact and will use these for evidence-based policy making on intermunicipal cooperation and regional planning. The CO has plan to upgrade the portfolio with interventions on inter-municipal cooperation and integrated and inclusive local and regional planning in the context of EU integration. The interventions will be aimed at providing support of the National Inter-Municipal Commission and at promoting the mechanism in the work of the line ministries in order to ensure more effective implementation of their decentralized functions. Further emphasis will be put on resource mobilization for promotion of inter-municipal cooperation and scalability of already tested models to other municipalities and regions. | Dec 2025 | Governance Unit in cooperation with other programme units | This action remains valid, and it is ongoing. The CO have planned activities for this and years to come. In this regard, completion date should be changed from 2021 to Dec 2025. | Initiated |
| 4.2 The CO is already implementing projects that are aimed at supporting further decentralization through policy and advice and expertise in the light of the preparation of the new Programme for sustainable local development and decentralization 2021-2026 where regional development and inter-municipal cooperation have been identified as strategic priority areas. The CO will continue to support national counterparts in reconceptualizing the diversity of approaches to intermunicipal collective action considering especially the planned transfer of additional competencies from the central to the local level.  | Dec 2025 | Governance Unit |  | Initiated |
| **Evaluation recommendation 5. UNDP should continue to focus its environment portfolio on climate change and disaster risk reduction, with greater emphasis placed on helping the government address the causes of air pollution.** |
| **Management response**: The recommendation is accepted.Under the priority two of the new CPD 2021 -2025, the CO will continue to provide support for stronger policy frameworks and local implementation capacities for climate change and disaster risk reduction. The CPD RRF has specific outputs related to climate change, disaster risk reduction and air pollution. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status (initiated, completed or no due date)** |
| 5.1 To-date, the CO’s interventions in climate change and DRR were focused on policy advice and provision of technical expertise, with ongoing several projects on central and local levels. The CO has a plan to expand the portfolio with interventions on climate change adaptation and promotion on climate change mitigation thorough introduction of new technologies and creation of green jobs. | Dec 2025 | E&E and DRR Unit in collaboration with other programme units |  | Initiated |
| 5.2 The CO is already implementing one project aimed at supporting the government in addressing the causes of air pollution in the capital city through demonstration of a multi-pronged intervention and establishing a fully functional platform that brings all traditional and non-traditional partners to work together to address the issue. The results and lessons learned of this project will be analysed and used to shape the future resource mobilization and strategic positioning of UNDP in the area of air pollution. | Dec 2025 | E&E and DRR Unit in collaboration with other programme units |  | Initiated |
| **Evaluation recommendation 6. UNDP should seek opportunities to build on its strategic positioning in North Macedonia to further harmonize EU accession and SDG priorities.** |
| **Management response**: The recommendation is accepted.The CO will continue to further analyse and explore ways to tailor programmes which will better respond and reflect Government needs, in order to provide a smoother harmonisation and reflection of SDG priorities in the national agenda. This has been already considered during preparation of the new CPD 2021-2025. |
| **Key action(s)** | **Completion date** | **Responsible unit(s)** | **Tracking** |
| Comments | **Status (initiated, completed or no due date)** |
| 6.1 The CO will continue to provide active support to the country in implementation of reforms in prospect of EU integration agenda and the 2030 Agenda. The CO is already implementing a project aiming at equipping the government with policy recommendations and options that will enable the country to maximize the benefits of EU accession. The lessons learned from this project will be used to shape future resource mobilization and strategic positioning of UNDP in the area of EU accession. | Dec 2025  | All programme units |  | Initiated  |
| 6.2 The CO has plan to further expand the portfolio in public finance management reform and to support the authorities to integrate the 2030 Agenda in budget allocations in line with the country’s EU accession agenda. The CO is working on several actions to support incorporation and alignment with SDGs of several strategic national planning documents that will contribute to further UNDP positioning and resource mobilization. | Dec 2025  | All programme units |  | Initiated  |

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