



**Management Response:
System-Wide Evaluation of the UNDS Socio-economic
Response to COVID-19.**

March 2023

UN System-Wide Evaluations: Format for Management Response

<p>Evaluation Title: System-Wide Evaluation of the UNDS Socio-economic Response to COVID-19</p>	<p>Date of Transmission from SW: 31 October 2022</p>
<p>Responding Authority: DCO</p>	<p>Date Response Submitted: 28 February 2023</p>
<p>Part 1: Overall Response to the Evaluation Findings and Conclusions.</p> <p>DCO welcomes the evaluation findings and conclusions, which are pertinent and useful.</p> <p>DCO accepts recommendation three in full, accepts most of recommendation two, and parts of recommendation one. DCO does not accept recommendation six.</p> <p>Recommendations four and five are outside DCO’s competence to accept; however, DCO has provided comments on these recommendations.</p> <p>Full details of DCO’s response and proposed actions are outlined below.</p>	
<p>Part 2: General Response on how the Recommendations can improving effectiveness of system-wide response in the future</p>	
<p>Recommendation One: DCO should continue to support efforts to advance the UNDS reform process with particular emphasis on the Cooperation Framework as an instrument for collective planning, programming and accountability in support of accelerating progress toward the SDGs. This should include strengthening aspects of reform that may not yet have reached their full potential but have been found to enhance the coherence of UNDS support including measures to:</p> <ul style="list-style-type: none"> a) Address issues and weaknesses in the application of the MAF, including the absence of a mechanism to ensure compliance by UNCT entities at country and regional level; b) Fully define, identify and communicate the expected complementarities between the UNDP “integrator function” at country level and the coordination and leadership role of the RC; c) Clarify and strengthen processes for ensuring coordination and coherence between UNCTs and IFIs at country level; d) Accelerate UNDS reforms at a regional level to achieve a more coordinated regional and sub-regional response and to better support UNCTs; e) Conduct a review and move forward with efforts to harmonize administrative and operational systems among entities for flexible joint programming. f) Reinforce progress in the pursuit of equity in line with UN normative values (HR/GE/LNOB/Inclusion) by monitoring and reporting on advances in the use of markers, targets and other accountability mechanisms as well as strengthening supporting architecture to accelerate progress toward standards. 	
<p>Recommendation 1 (a) <i>Address issues and weaknesses in the application of the MAF, including the absence of a mechanism to ensure compliance by UNCT entities at country and regional level:</i> <u>DCO partially accepts this sub-recommendation:</u> Ensuring compliance of the MAF by UNCT entities at country and regional level is a shared responsibility among UNSDG entities, as also reflected in the</p>	

MAF, and so responsibility for addressing weaknesses in MAF compliance is a collective responsibility of the UNSDG membership, rather than DCO alone.

Upon endorsement of the revised MAF in 2021, with the addition of a regional and global chapter, UNSDG principals agreed to review the MAF regularly, to address issues and potential weaknesses of the MAF. The UNSDG has agreed to conduct a review of the MAF in 2023, which DCO will support. In addition, a checklist on the implementation of the UN development system reform is now finalised, to be shared with the Governing Bodies of the UNSDG entities. This follows a request from UN General Assembly resolution on the review of the RC system, 76/4 for the Chair of the UNSDG to “provide adequate information and tools to the governing bodies of the United Nations development system entities to facilitate their oversight role”. By ensuring UNSDG entities are provided harmonized guidance from the General Assembly and their governing bodies on the implementation of the reform, including on MAF implementation at the regional and global level, it is hoped the checklist will help address compliance issues identified in the evaluation. DCO will continue to support the Chair of the UN Sustainable Development Group in overseeing implementation of the MAF, and will continue to ensure related guidance aligns with conclusions and decisions following the regular reviews of the MAF as well as decisions of governing bodies.

Recommendation 1 (b) Fully define, identify and communicate the expected complementarities between the UNDP “integrator function” at country level and the coordination and leadership role of the RC: DCO partially accepts this recommendation, noting part of it is outside DCO’s remit. DCO notes that UNDP’s strategic plan for 2022-2025 committed to “sharpen its offer of integrated support, providing demand-driven services to the system, under the overall coordination of resident coordinators, that meet Governments’ policy and programming priorities”. Implementation of this commitment is monitored by UNDP’s Executive Board. As and when this sharpened offer is made available by UNDP, DCO will ensure related guidance is elaborated on RC system engagement with and full leveraging of the UNDP integrator function.

Recommendation 1 (c) Clarify and strengthen processes for ensuring coordination and coherence between UNCTs and IFIs at country level: DCO accepts the recommendation and has initiated the collection of good practices on UN-IFI collaboration at country level, as well as a series of deep-dive sessions to enable RCs to enhance coordination and coherence in the work of the UN and IFIs building on the added value and expertise brought by the UN System at both strategic and technical level during the COVID19 pandemic, to ensure protection of the most vulnerable populations in conditionalities attached to financial IFI emergency support. Ultimately, the information collected from RCOs and UNCTs globally and the discussions held during the deep-dive sessions will inform a guidance note on enhancing collaboration between the UN system and International Financial Institutions (IFIs), which will help clarify and strengthen processes for ensuring coordination and coherence between UNCTs and IFIs at country level.

Recommendation 1 (d) Accelerate UNDS reforms at a regional level to achieve a more coordinated regional and sub-regional response and to better support UNCTs: DCO partially accepts the recommendation which is a joint responsibility of UNSDG members and therefore lies outside DCO’s ability to directly action. Pursuant to Economic and Social Council resolution 2020/23 of July 2020 and General Assembly resolution 74/297 of August 2020, Regional Collaborative Platforms have been established in all five regions. The Regional Collaborative Platforms, chaired by the Deputy Secretary-General with the Executive Secretaries of the respective Regional Commissions and the Regional Directors of UNDP serving as Vice-Chairs, are now providing a robust foundation for improved regional support to countries’ needs. Further efforts, however, are required to ensure that

expertise can be leveraged for timely integrated policy advice on the implementation of the 2030 Agenda. An updated mapping of experts/expertise available at the regional level, and operationalizing systems to make the expertise easily accessible, has been a priority in 2022. DCO will continue to support these efforts as a member of the Joint RCP secretariats alongside the Regional Commissions and UNDP, noting that accelerating UNDS reform at the regional level to achieve a more coordinated regional and sub-regional response and to better support UNCTs is a joint responsibility of the entire membership of the Regional Collaborative Platforms.

Recommendation 1 (e) *Conduct a review and move forward with efforts to harmonize administrative and operational systems among entities for flexible joint programming: DCO does not accept the recommendation.* The focus should continue to rest on ‘mutual recognition’ rather than harmonization of administrative and operational systems. DCO will continue to promote mutual recognition, including through the recently issued UNSDG Joint Programme Guidance, which makes reference to mutual recognition as a key element for lighter and more flexible joint programmes.

Recommendation 1 (f) *Reinforce progress in the pursuit of equity in line with UN normative values (HR/GE/LNOB/Inclusion) by monitoring and reporting on advances in the use of markers, targets and other accountability mechanisms as well as strengthening supporting architecture to accelerate progress toward standards: DCO accepts the recommendation.* UN Info is a very useful mechanism which is already in place for ensuring equity in line with UN normative values (HR/GE/LNOB/Inclusion). DCO supports the recommendation for enhanced monitoring and reporting on the use of markers, targets and accountability mechanisms as well as strengthening supporting architecture to accelerate progress toward standards.

Key Actions	Responsible Office	Time Frame	Status
Recommendation a) Support the review of the MAF and adjustment of associated guidance	UNSDG Secretariat, in consultation with relevant DCO branches	Q4 2022, Q1 2023	Initiated
Recommendation b) As and when made available, disseminate UNDP’s refined offer and ensure related guidance is elaborated on RC system engagement with and full leveraging of the UNDP integrator function.	UNSDG Secretariat, upon availability of guidance from UNDP	TBD	Planning
Recommendation c) Conduct deep-dive learning sessions with RCs and prepare a	DCO PPB with inputs from the RC System	Q2 2023	Initiated

<p>good practice note on coordination and coherence between UNCTs and IFIs at country level</p>			
<p>Recommendation d)</p>			
<p>UNSDG Principals <i>“agreed to support Regional Collaborative Platforms in developing regional rosters of experts and the joint RCP Secretariats to identify common minimum criteria for the rosters of experts”.</i></p>	<p>UNSDG</p>	<p>2023</p>	<p>Outcome of UNSDG meeting held on 28 September 2022</p>
<p>Recommendation e)</p>	<p>n/a</p>	<p>n/a</p>	<p>n/a</p>
<p>Recommendation f)</p>			
<p>Promote and circulate OHCHR guidance on the use of the Human Rights Marker with RCOs</p>	<p>DCO PPB in consultation with OHCHR</p>	<p>Q3, 2023</p>	<p>Planning</p>
<p>Monitor use of the gender and human rights markers in UN Info annually</p>	<p>DCO PPB and CRRS</p>	<p>2023</p>	<p>Initiated</p>
<p>Ongoing support to RCO Inclusion Focal Points (supporting architecture, including on gender and disability scorecard implementation)</p>	<p>DCO PPB and Regional Offices</p>	<p>Ongoing</p>	<p>Initiated</p>

Recommendation Two: 2. DCO and participating entities should cooperate in the process of developing common output indicators to be used to assess the collective contribution of the UNDS to advancing progress toward the SDGs to ensure that:

- a) The agreed common indicators for support to the SDGs are robust enough to provide accountability for the UNDS response to a global crisis;
- b) Common indicators and data elements required to construct them are developed in consultation with UNCT entity staff (with and without a physical presence) at the country level and vetted at UNCT level prior to publication to ensure that the data required is available from reliable sources and accessible within the required timeframe;
- c) Responsibilities for data collection, quality assurance, and reporting at UNCT and headquarters level are made explicit and consistent across the system;
- d) Incentives for UNCTs to invest the time and resources to gather, compile and report on the indicators and to ensure the quality of uploaded data are identified and validated with UNCT entities.

Overall comments on Recommendation 1:

In 2022, the UN Sustainable Development Group (UNSDG) adopted an implementation guide for the Output Indicator Framework, circulated to UN Country Teams in November 2022.

The UNSDG took these steps in response to the UN General Assembly resolution A/RES/72/279 OP28(a) to provide annual information on system-wide support and results, while utilizing the UN INFO platform (A/RES/76/4 OP14). In April 2021, the UNSDG tasked DCO to convene an interagency team to develop an output indicator framework to measure the system-wide contribution to the SDGs from 2022. In May 2021 UNSDG Task Team on COVID-19 decided that the COVID-19 programme indicators would conclude at the end of 2021. In February 2022, the UNSDG tasked DCO to coordinate with members on an implementation plan, which was adopted by the UNSDG in October 2022, following endorsement by UNSDG Principals.

Four decision points from UNSDG responded to challenges surfaced during COVID-19 reporting:

- 1) Lack of agency incentives, messaging or instructions to representatives around joint work planning and reporting
 - DCO tasked to support agencies with guidance on Joint Work planning and reporting
- 2) Lack of agency-owned indicators and governance mechanism for their use
 - DCO tasked to support agencies developing a common output indicator framework and governance (now implementation guide)
- 3) Lack of systems interoperability
 - DCO tasked to work with agencies to facilitate interoperability and track progress
- 4) Lack of joint communication from HQ to country-level
 - DCO tasked to support agencies developing a joint coordinated message to the country-level

The Output Indicator Framework aims to improve the quality of Cooperation Framework monitoring and to enable more effective programmatic decision-making, while minimizing transaction costs (by using agency indicators and methodologies) and lightening reporting burdens wherever possible (through data exchange between our corporate reporting and planning systems).

The Output Indicator Framework consists of an Inventory 500+ output indicators from which UNCTs may draw to include in their Cooperation Framework Joint Work Plans (no mandatory elements). It

also consists of a Menu of 64 output indicators from which UNCTs should integrate a minimum of 15 output indicators into their Joint Workplan.

Recommendation 2 (a) *The agreed common indicators for support to the SDGs are robust enough to provide accountability for the UNDS response to a global crisis: DCO does not accept this sub-recommendation*, i.e. DCO does not accept that the recently adopted Output Indicator Framework should be the accountability for future global crises.

The Output Indicator Framework is a second-generation framework of output indicators after the COVID-19 Socio-Economic Response Plan (SERP) indicators. The COVID-19 SERP indicators were developed in 2020 and captured the UN response in a time of crisis. The intent of the Output Indicator Framework is to capture and measure key areas of UN contribution towards the SDGs. The output indicators are a standard set of indicators that may be applicable in both crisis and non-crisis settings. To respond to another global crisis – other, crisis-specific output indicators may be needed in such times to capture the response needed (ex. Economic, financial, social, food, climate crisis, etc). DCO is of the view that it is not practical nor desirable to define indicators for an uncertain future, but to focus on attribution of UN contributions toward overall SDG achievement instead.

The criteria for the selection of indicators to the Output Indicator Framework Menu and Inventory were developed with UNSDG members, and include the following areas:

- Identifies key areas of UN contribution especially to LNOB and considering UN universal values
- Identifies enhanced efforts required to accelerate progress towards SDGs to address key challenges to achieve the SDGs
- Captures scope of work at country level and key areas of joint UN contribution (where multiple agencies are contributing and with globally agreed common indicators where they exist)
- Captures scope of work at regional and global level
- Alignment- to the extent feasible- to agency-specific and Cooperation Framework results chains, to facilitate interoperability of systems so use of UN globally agreed and/or common indicators where they exist (in line with QCPR)
- SMART indicators (Specific, Measurable, Achievable, Relevant and Time-Bound)
- Helps evidence-informed decision-making for results-based planning and performance monitoring

Recommendation 2 (b) *Common indicators and data elements required to construct them are developed in consultation with UNCT entity staff (with and without a physical presence) at the country level and vetted at UNCT level prior to publication to ensure that the data required is available from reliable sources and accessible within the required time frame: DCO accepts the recommendation*. DCO consulted UNCT entity staff heavily in the last 18 months during the development of the Output Indicator Framework. DCO plans to continue country-level consultations to ensure implementation remains adaptive.

- The Output Indicator Framework was developed through an extensive consultative process. In 2021, **over 70 consultations** were conducted between UN entities and DCO to identify how to jointly respond to the Member State mandate. **32 UN entities at global level** provided indicators for integration into the framework as well as feedback; 8 iterations of the Output

indicator Framework package (including the Implementation Guide and indicator package) were shared with UN entities at policy as well as technical level. These iterations were shared between March and August of 2022; **over 30 bilateral, technical consultations** have taken place to discuss the indicators and the implementation guide, many of which were multi-agency in nature. To ensure the new system is grounded in country-level realities, there have been **4 in-person consultations at the regional level with RCO staff, and 12 virtual consultations with the country level on the indicators**. DCO has also established a team of 25 RCO staff that have been stress testing the proposals and have met 4 times this year to fine tune indicators (and flag problematic or unclear methodologies); **likewise, 2 iterations** of the package were shared with all Resident Coordinators, so that the new system could begin socialization with UNCTs, and to collect additional UNCT feedback. Through this series of consultations, all comments from HQ, regional and country level have been taken into account, for both the Implementation Guide and the indicators themselves. Engagement includes UNCT both with entity presence and without entity presence in country

- The Methodological Notes were developed by the global level, with a review of 8 members of the RC-Data Policy Surge Team (DPST) to support the data collection and reporting on these indicators. To ensure that data is available from reliable resources, a Means of Verification have been provided for the Methodological Notes.

Recommendation 2 (c) Responsibilities for data collection, quality assurance, and reporting at UNCT and headquarters level are made explicit and consistent across the system: DCO accepts the recommendation, and has developed an implementation guide and FAQ that clarifies explicitly roles and responsibilities.

The Implementation guide outlines roles and responsibilities for data collection:

As per the Implementation Guide: ““Under the guidance of the RC and UNCT, Results Groups and the Monitoring, Evaluation and Learning (MEL) Group would have overall responsibility for the indicators as part of their Cooperation Framework and Joint Work Plans. RCOs would be responsible for coordinating the uptake of the indicators, with the RCO providing technical support to the members of the Results Groups.” (pg. 20)

With regards to Data Validation as per the Implementation Guide (pg. 15):

“Data validation refers to the process of ensuring the accuracy and quality of data. It is implemented by building checks to ensure the logical consistency of input and stored data. Data validation should be conducted at all levels:

- *At country level, the RCO coordinates UNCT members, and with support and leadership from the MEL Group collects and provides quality-review of the indicator data; and ensures necessary documentation/reports are uploaded in UN INFO. Each RC/UNCT should establish appropriate country-level governance for UN data, in line with previous UNSDG decisions.*
- *At global level, UN system entities can engage in validation processes of Cooperation Framework data under the oversight of the DCO, utilizing information from agency-owned systems as required. Entities at global level are accountable for their internal policy alignments and/or investments that will advance progress on systems interoperability.”*

Recommendation 2 (d) Incentives for UNCTs to invest the time and resources to gather, compile and report on the indicators and to ensure the quality of uploaded data are identified and validated

with UNCT entities: DCO accepts the recommendation, and plans to continue consultations at the policy-level of UNSDG members to ensure implementation remains adaptive, including exploring ways to incentivize reporting by UNCTs.

The new monitoring and reporting framework draws from existing joint indicators in use by agencies or those adopted by governing bodies. UNCTs are requested to select at least 15 indicators from a longer list of 64 indicators, to allow flexibility for the country-level.

The new system is designed to:

- (1) Improve the quality and consistency of Cooperation Framework planning, monitoring, implementation, reporting and evaluation;
- (2) Increase transparency by enabling the UNSDG to aggregate and periodically report on the UN-wide contribution to the SDGs in and across countries and jointly convey to policy and decision-makers at all levels of Government, other partners and the UN, a compelling narrative, that informs results-based decisions;
- (3) Increase accountability for UN results at global and national levels by clearly outlining roles, responsibilities, and accountability of all UNSDG members at all levels;
- (4) Reduce transaction costs by providing UNCTs with a readily available indicator set to support Joint Work Plan development by harmonizing of definitions, methodologies, systems, and policies, and by reducing the amount separate reporting on similar or near-identical indicators. The framework will also facilitate interoperability of systems; and
- (5) Increase effectiveness: by enhancing programmatic synergies and coherence, reduce working in siloes to promote the achievement of joint results.

Financial incentives for reporting were explored with UNSDG members, but it was decided that it was premature at this stage and that such changes could be considered following experience with the initial phases of implementation and further consultations with the UNSDG at technical, policy and leadership levels.

Key Actions	Responsible Office	Time Frame	Status
Launch of the Output indicator Framework	UNSDG/DCO	November 2022	Complete
Support and quality validation of early adopters	UNCT/DCO/UNSDG	March/April 2023	Initiated
Results reporting	UNCT/DCO/UNSDG	March/April 2023	Planning

Recommendation Three: The DCO should examine how to further strengthen the potential and impact of pooled funds for accelerated implementation of the SDGs and a more effective response to development emergencies. This includes:

- a) To work with member states in intergovernmental discussion on how to ensure that contributions to pooled funds align with commitments under the Funding Compact;
- b) To ensure streamlined procedures and formats across global thematic funds to decrease the administrative and other burdens on UNCTs;

- c) To support the RC/RCO in helping UNCTs to strategically access and employ pooled funds (as well as monitoring and evaluation of pooled funds);
- d) To examine potential measures to facilitate funding of country-specific pooled funds aimed at responding to development emergencies and accelerating progress to the SDGs

Recommendation 3 (a) To work with member states in intergovernmental discussion on how to ensure that contributions to pooled funds align with commitments under the Funding Compact: DCO accepts the recommendation. Advocating for further implementation of commitments under the Funding Compact, including the Member States’ commitment to double the share of non-core contributions that are provided through development related inter-agency pooled fund, is part of the ongoing outreach to Member States ahead and during the ECOSOC Operational Activities Segment, which includes a dedicated session on the Funding Compact. To support these efforts, DCO is releasing in Q4 2022 a Funding Compact dashboard to monitor UNSDG and Member States’ implementation against the Funding Compact indicators.

Recommendation 3 (b) To ensure streamlined procedures and formats across global thematic funds to decrease the administrative and other burdens on UNCTs: DCO accepts the recommendation. DCO and MPTFO, in collaboration with the global pooled fund secretariats, will conduct a review of the procedures and formats used by global funds to improve coherence and reduce administrative burden of UNCTs and suggest areas to streamline building on the new UNSDG Joint Programme Guidance Note.

Recommendation 3 (c) To support the RC/RCO in helping UNCTs to strategically access and employ pooled funds (as well as monitoring and evaluation of pooled funds): DCO accepts the recommendation. Supporting RC/RCOs in helping UNCTs access pooled funds, DCO will undertake a mapping of UN global and vertical funds, as well as non-UN global funds.

Recommendation 3 (d) To examine potential measures to facilitate funding of country-specific pooled funds aimed at responding to development emergencies and accelerating progress to the SDGs: DCO accepts the recommendation. To accelerate the establishment of country-level pooled funds, DCO has been supporting the inter-agency effort to advance the quality features of pooled funds through the Fiduciary Management and Oversight Group (FMOG) while also working with MPTFO to strengthen the capacities of and provide technical support to RCOs/UNCTs on the establishment of country-level pooled funds. As of November 2022, there are currently 24 existing country-level pooled funds, and an additional 16 that are in the design phase. Furthermore, 25 RCOs/UNCTs have indicated an interest in setting up country-level pooled funds.

Key Actions	Responsible Office	Time Frame	Status
Recommendation 3a) Build and launch the Funding Compact website and dashboard with up-to-date data on implementation.	DCO Front Office	Q4, 2022	Initiated (ongoing)

Support Member States' overview of Funding Compact commitments at the 2023 Operational Activities segment	DCO Front Office	Q2, 2022	Planning
Other activities to be further planned upon UNSDG approval of 2023 priorities	DCO Front Office	TBA	TBA
Recommendation 3b) DCO and MPTFO, in collaboration with the global pooled fund secretariats, will conduct a review of the procedures and formats used by global funds to improve coherence and reduce administrative burden of UNCTs and suggest areas to streamline building on the new UNSDG Joint Programme Guidance Note.	DCO and MPTFO	TBA	Planned
Recommendation 3c) Monitoring, mapping and promotion of global and thematic pooled funds with RC/RCOs	DCO PPB	December 2023	Initiated
Recommendation 3d) Review and update MPTF guidance and tools.	FMOG (with DCO support)	December 2023	Initiated
Provision of technical support to RCO on	DCO PPB with MPTFO	Ongoing	Initiated (ongoing)

the establishment of country-level pooled funds			
Conducting regular dialogues with members states on Funding Compact and country-level pooled funds.	DCO PPB with MPTFO	Q1 and Q3 of 2023	Ongoing

Recommendation Four: UNDS entities should prepare a supplement to their Strategic Plans to reinforce messaging on necessary action to advance progress in response to UN General Assembly resolutions on UNDS reform.

DCO neither accepts nor rejects this recommendation, as it is not within its mandate to do so. DCO notes that the checklist on the implementation of the UN development system reform, which the General Assembly requested of the UNSDG Chair in resolution 76/4, and which is soon to be distributed to the Presidents of the governing bodies of UNSDG entities, provides opportunities for the UNDS entities to share information on the entities’ ongoing initiatives to implement the repositioning of the UN development system.

Key Actions	Responsible Office	Time Frame	Status
N/A			

Recommendation Five: The System-Wide Evaluation Office, in consultation with UNSDG, should undertake an evaluation of UNDS efforts to support an environmentally sustainable recovery and address climate change. This forward-looking evaluation should aim to identify important contributing factors which will allow UNCTs to more effectively support national efforts to ensure a greener, more equitable recovery, including as appropriate, the use of accountability mechanisms and markers similar to those which have proven effective in supporting UNDS actions on GE/HR/LNOB and disability inclusion. This will build on the priorities for action on environment and climate currently expressed in many CFs.

DCO neither accepts nor rejects the recommendation, which is not directed at DCO. While the decision to conduct a system-wide evaluation lies with the System-Wide Evaluation Office, DCO wishes to note that, in close coordination with UNDP and DCO, and as part of the 2022 UNSDG workplan, during 2022 UNEP has carried out an in-depth assessment of the integration of climate and environment in CCA/CFs and has identified key opportunities for the UNDS to improve on its current efforts to address climate change as well as biodiversity loss and pollution. Recommendations made by UNEP, including on the need to improve attention to sustainable consumption and production as well as the need to better link country-level activities to national commitments under the Rio conventions, are being incorporated by DCO into activities to enhance capacities of RCs and RCOs in 2023. In addition, UNDP, UNEP and DCO will be prioritising support to UNCTs in light of these recommendations under the UNSDG and EMG workplans in 2023. DCO therefore recommends that an evaluation by the System-Wide Evaluation Office on this issue is not prioritised at this stage, in view of other more important evaluation priorities determined by the UNSDG.

Key Actions	Responsible Office	Time Frame	Status
N/A			
<p>Recommendation Six: DCO should develop specific guidance to be implemented by RCs and supported by UNCTs to maintain and further extend the participation and contribution of UNCT entities without a physical presence at country level in processes for analysis and planning including the CCA and CF as well as pooled funds and other forms of joint programming where appropriate. This will lead to a more comprehensive offer of services by the UNCT which incorporate the experience and expertise of all members.</p>			
<p>DCO does not accept the recommendation. While the points raised by the recommendation are important, DCO disagrees with the recommendation as several elements of guidance already exist, particularly during the stages of analysis and planning, and these are deemed sufficient for the purposes of extending participation and contribution of UNCT entities without a physical presence in the country. This includes the 2019 Cooperation Framework guidance and the 2020 Companion package, which stress the importance of involving UN entities – irrespective of physical presence – through the Cooperation Framework cycle. This includes – inter alia – the guidance to involve UN entities without physical presence in (1) the development of the UNSDCF design roadmap, (2) in undertaking the Common Country Analysis – for which the former UNSDG Task Team on Programme Development and Results has developed an inter-agency approach to providing country analytical support to UNCTs, primarily based at the regional level, and (3) the newly introduced UNCT configuration exercise whose intent is to draw on UN system capacities to deliver on the agreed UN offer. These elements also need to be seen in the context of the Management and Accountability Framework (MAF) which spells out roles and responsibilities for UNCT members, making specific references throughout to entities without physical presence. To raise awareness of and provide easier access to available capacities throughout the UN system, DCO has established an overview of UN offers from both UN entities (mostly specialized entities without physical presence in countries) and inter-agency UN networks. Experience to date shows a significant increase involving UN entities without physical presence in roadmaps, CCAs and Cooperation Framework design and signature, as well as UNCT membership. DCO will regularly take stock of implementation of existing guidance.</p>			
Key Actions	Responsible Office	Time Frame	Status
N/A			