Management Response to
Evaluation of United Nations Azerbaijan Partnership Framework
(UNAPF 2016-2020) by
United Nations Country Team Azerbaijan

2020

I.   RESPONSES TO CONCLUSIONS

The **first conclusion** of the evaluation is that UNAPF outcomes are relevant in terms of internationally agreed goals and human rights commitments, norms and standards, and in line with national priorities and strategies, the nationalization of the SDGs, and new laws, policies and strategies. In addition to baseline assessments or other types of studies, a Country Analysis was conducted during UNAPF development, which helped fully address development issues and underlying causes and challenges based on stronger evidence. SDG implementation will benefit from a development system and government fully able to use the comparative advantages and added value of the UNDS and also pursue integrated approaches that create cross-sector synergies in delivering linked results at all levels.

The **second conclusion** is that the design of the UNAPF Results Matrix could have better reflected what the UNDS can do in-country. The UNAPF is an important instrument for capturing the shared vision between the UN and government; however, results and indicators should be formulated in a way that allows for the effective monitoring and evaluation of results, shows results attributed to UN interventions (outputs), and highlights results where the UN contributed (outcomes). Several indicators are high and too ambitious for the UN to achieve, even in an upper middle-income country where it is already difficult to measure and evaluate an upstream UNAPF—this is especially true with regards to advocacy and policy development targets.

The **third conclusion** is the UNAPF was effective overall in reaching expected outcomes and outputs, and some progress was made in contributing to the achievement of national priorities, including strengthening national capacities and institutions, policy formulation and implementation, and data collection and analysis in all three UNAPF priority areas. Progress was also achieved in supporting the government in cross-cutting areas, advancing the achievement of the SDGs, empowering youth and women, and in the area of human rights. Overall, the evaluation concludes the majority of planned interventions under the outcomes seem to have been implemented during 2016-2018 or will be implemented in 2019-2020.

The **fourth conclusion** is that the UNAPF contributed to achieving better synergies among UN programmes through the regular sharing of information. It resulted in a few joint programmes and in some joint programming. The UNAPF also increased inter-agency collaboration and invited UN organizations to participate as co-chairs of results groups and in developing and monitoring Joint Work Plans collectively. There is also good synergy within the UNCT, where agencies support each other when possible, however, synergies could be enhanced and do not seem to have fully extended to inter-ministerial collaboration.

There are still challenges in creating and implementing joint programmes, some can be addressed at country-level by the UNCT and others by organization headquarters.

The **fifth conclusion** is it is not easy to understand from the Results Matrix how outputs can contribute to outcomes, given that the matrix was designed only at the outcome level and does not include outputs, which are only recorded in the JWPs. Furthermore, the UNAPF was developed without an UNAPF Action Plan that could have specified outputs. Under such circumstances the outputs ended up in the Joint Work Plans. 2010 UNDAF Guidelines are not to blame for this situation since they recommended having outputs in the Results Matrix or in the UNDAF Action Plan. However, the 2017 guidelines may have led to less useful tools, with M&E functions reduced to JWPs and related reporting without the use of a M&E Framework.

The **sixth conclusion** is a lack of clear criteria in defining outputs since there were different outputs introduced in the JWPs, some at very different levels, including activities for single organizations. As a consequence, there are 47 outputs in the current JWPs, which is a lot. It would have been easier to monitor and evaluate achievements at the highest level of the hierarchy of results, via a few joined outputs (for example three to four per outcome), and by regrouping activities from several organizations. In addition, it would have made the UNAPF a more strategic document and simplified reporting processes.

The **seventh conclusion** is the comparative advantages and added value of United Nations, including non-resident organizations, have been utilized in a variety of ways by national partners in the framework of the UNAPF.

The **eight conclusion** is the stable political environment and good relationships between the government and UN are some of the main factors that contributed to progress towards the UNAPF outcomes. One of the constraints for UNAPF implementation, however, is limited coordination among government entities.

The **ninth conclusion** is that even if the government does not necessarily see the work it is doing with the UN as part of the UNAPF, and even if issues the UNAPF deals with also go beyond one ministry as a key counterpart, the participation of numerous ministries in the Results Groups and in the M&E Group as co-chairs demonstrates some joint ownership of the Framework.

The **tenth conclusion** is that despite technical support provided through the UNAPF Human Rights Theme Group, or Gender Theme Group on reporting to human rights committees, dialogue between the UN and government on human rights could be strengthened, possibly by joint interventions focusing on vulnerable groups.

The **eleventh conclusion** is gender equality was reflected in UNAPF design and implementation, and almost every United Nations organizations has some project/activities on gender. Yet, there is limited joint programming on gender generally speaking. A Participatory Gender Audit, aimed at assessing the extent of gender mainstreaming across the UNCT, made important recommendations directly related to the UNAPF. Despite the needs, the capacity strengthening of the Gender Theme Group and UNDS, and the preparation of a gender strategy, are not taking place due to funding difficulties. Following the UNDS reform, a separate budget could be allocated for gender issues by the UNRCO. To better integrate gender-based approaches in the next UNSDCF an internationally validated methodology such as the Gender Scorecard could be used for baseline and target data on UNCT performance regarding gender mainstreaming and synergies between organizations and partners in the field.

II.   RESPONSES TO RECOMMENDATIONS

Recommendation 1	Accepted / Partially accepted / Rejected		
The UNCT and government should improve the design and usefulness of the next UNSDCF as an instrument to capture a shared vision and mission in the context of the SDGs High priority	**Accepted**		
Explanation [Explanation of rejection or partial acceptance]			
Actions to be taken	**Responsible entities**	**Timeframe**	**Resource implication** [if any]
(a) The UNCT and government should use the latest edition of new guidelines for developing the new Cooperation Framework, especially guiding principles, recommendations for design and preparation, a Theory of Change, and the definition of strategic priorities, outcomes, outputs and indicators.	UNCT, coordinating Government partner- Ministry of Economy	June 2019- July 2020	
(b) UNAPF including outcomes without the corresponding outputs has shown its limits in the monitoring and reporting. It is strongly recommended the UNCT and government develop a Results Matrix with outcomes, outputs and an M&E Framework that monitor progress of outcomes and outputs.	UNCT, coordinating Government partner- Ministry of Economy	February- August 2020	
(c) To avoid long list of outputs (47 in the current JWPs), the new UNSDCF should encompass several inputs from different organizations. It is important to avoid having outputs that only represent the work of a single agency. This would make it easier to monitor and evaluate achievements at the highest level of the hierarchy of results, render the UNSDCF a more strategic document and process, and also enhance the contribution of the UNSDCF to the SDGs.	UNCT, coordinating Government partner- Ministry of Economy	February- July 2020	
(d) In the context of the UNDS reform and its emphasis on accountability, there is a need to make sure that outputs can be directly attributed to the UN Development System and the next UNSDCF should be designed in a way	UNCT, coordinating Government partner-	February- July 2020	

	that contributions can be shown more accurately through well-formulated outcomes and indicators. See the recommendation below on RBM and M&E.	Ministry of Economy		
(e)	When designing the next UNSDCF, all key partners would need to be consulted and involved in a participatory way when developing expected results and indicators.	UNCT, coordinating Government partner- Ministry of Economy	September 2019- August 2020	

Recommendation 2	**Accepted / Partially accepted / Rejected**
The government should strengthen ownership and coordination of the UNAPF High priority	

Explanation
[Explanation of rejection or partial acceptance]

Actions to be taken	**Responsible entities**	**Timeframe**	**Resource implication**
a) The government should continue efforts to strengthen its participation in, and ownership of, the UNAPF. The Steering Committee should continue to provide strategic guidance to, and undertake, coordinated implementation of the UNAPF, taking into consideration the nationalization process of the SDGs and the establishment of the National Council for Sustainable Development.	coordinating Government partner- Ministry of Economy		
b) Considering that NCCSD Secretariat has supported UNAPF coordination and implementation under the Ministry of Economy, the shift to the Cabinet of Ministers with the Deputy Prime Minister, who also chairs the National Coordination Council Sustainable Development, as the government counterpart would strengthen the enforcement and accountability of mechanisms.	coordinating Government partner- Ministry of Economy		
c) Government ownership of the next UNSDCF and its work toward implementing the 2030 Agenda would likely be strengthened if the government develops a unified National Development Plan.	coordinating Government partner- Ministry of Economy		

d) To strengthen "national" ownership of the UNAPF (not only government ownership) it is important to involve NGOs and CSOs at a more strategic level in UNAPF design and implementation.	coordinating Government partner- Ministry of Economy		

Recommendation 3	Accepted / Partially accepted / Rejected		
The UNCT should promote effective partnerships and strategic alliances around outcome areas and with a variety of stakeholders in order to enhance UNAPF effectiveness Medium priority	**Accepted**		
Explanation [Explanation of rejection or partial acceptance]			
Actions to be taken	**Responsible entities**	**Timeframe**	**Resource implication**
a) The UNCT should promote, strengthen, and develop partnerships and strategic alliances with different stakeholders to support its work on sustainable development. This includes government, Parliament, local government, national human rights institutions, development partners, IFIs, academic institutes and experts, and the private sector.	UNCT	Annual Reviews	

Recommendation 4	Accepted / Partially accepted / Rejected		
The UNCT and government should encourage the involvement of NGOs and CSOs at a more strategic level in the current and next UNSDCF High priority	**Accepted**		
Explanation [Explanation of rejection or partial acceptance]			
Actions to be taken	**Responsible entities**	**Timeframe**	**Resource implication**
a) The UNCT is called to strengthen its partnerships and strategic alliances with NGOs and CSOs, including youth organizations.	UNCT	Annual reviews	
b) The government should address difficulties in financial management with NGO/CSO partners, which limits direct support to community level interventions and reduces the effectiveness of interventions. Doing so will open a window for more active and wide-ranging support to NGOs and create space for CSOs to operate more freely.	coordinating Government partner- Ministry of Economy		

	Responsible entities	Timeframe	Resource implication
c) When selecting NGOs as implementing partners the UNCT should deliberately consider their accountability, transparency, and independence.	UNCT	Annual reviews	

Recommendation 5	**Accepted / Partially accepted / Rejected**
The UNCT is invited to strengthen joint programming and implement targeted joint programmes Medium priority	**Accepted**

Explanation
[Explanation of rejection or partial acceptance]

Actions to be taken	Responsible entities	Timeframe	Resource implication
a) The UNAPF should continue to be implemented, in part, with some targeted joint programmes that are carefully chosen after a cost-benefit analysis, reflecting complementarities amongst UN agencies to collectively work together on common national development priorities, and where there is the possibility for higher-level results in areas such as gender.	UNCT	Annual reviews	
b) The UNCT should continue to implement and further develop targeted joint programme activities where the possibility of higher-level results exists and reduced duplication of efforts, in particularly strategic areas.	UNCT	Annual reviews	

Recommendation 6	**Accepted / Partially accepted / Rejected**
The UNCT and government should increase cooperation through the results and thematic groups, and use them to manage the UNAPF strategically. Medium priority	**Accepted**

Explanation
[Explanation of rejection or partial acceptance]

Actions to be taken	Responsible entities	Timeframe	Resource implication
a) Cooperation and synergies between agencies involved in the implementation of activities needs to be strengthened to reach higher-level results.	UNCT	Annual reviews	

			Annual reviews	
b)	Results groups should meet regularly to ensure proper monitoring and to support the UNCT in strategically managing the UNAPF while keeping their functioning light with the continued use of the (now two year) Joint Work Plans; and for the next UNSDCF the use of a M&E Framework.	UNCT, coordinating Government partner- Ministry of Economy	Annual reviews	
c)	Results groups should strengthen their efforts to ensure strong mainstreaming of programming principles in their JWPs and strategies (especially leaving no one behind, human rights-based approach and gender).	UNCT, coordinating Government partner- Ministry of Economy	Annual reviews	
d)	Ministries and other state entities should appoint stable focal points to attend result group meetings and ensure efficient institutional memory throughout the planning and implementation of the UNAPF. Names of these specific focal points could be mentioned in invitation letters to the meetings to facilitate internal communication.	coordinating Government partner- Ministry of Economy		

Recommendation 7	Accepted / Partially accepted / Rejected
The UNCT and government should strengthen their use of effective RBM and M&E systems to strategically monitor and manage the UNAPF High priority	**Accepted**

Explanation
[Explanation of rejection or partial acceptance]

Actions to be taken	Responsible entities	Timeframe	Resource implication
a) RBM and M&E systems should be strengthened to better capture results in the future and demonstrate UN comparative advantage in contributing to national priorities by building on a robust Results Matrix and M&E Framework.	UNCT, coordinating Government partner- Ministry of Economy	Annual reviews	
b) Expected results need to be attributable to the UNDS to ensure accountability and show results. The UNAPF should include a robust set of results that are measurable and realistic, and for which agencies can be held accountable. Accountability is one of the guiding principles for the new UNSDCF.	UNCT, coordinating Government partner- Ministry of Economy	Annual reviews	
c) It is essential the Results Matrix lists expected results (outcomes and outputs), indicators, baselines and targets that are in line with specific,	UNCT, coordinating Government	August 2020	

		partner-Ministry of Economy		
	measurable, achievable, result-oriented and time-bound (SMART) criteria, and allow for effective monitoring and evaluation. This requires special attention for an upstream UNAPF, as difficulties arise in monitoring and evaluating advocacy and policy development results. Instead of having general indicators it is better to concentrate on a limited number the UN, together with partners, could influence and focus their attention on.			
d)	The Results Matrix of the next UNSDCF could have a column for UN expected contributions and another with partner contributions. Instead of including a long list of partners only key partners could be mentioned, but with a short explanation on their role. A good example is the current UNPSD from Georgia (2016-2020).	UNCT, coordinating Government partner-Ministry of Economy	August 2020	
e)	The Results Matrix should be implemented and monitored through a proper M&E Framework and not only Joint Work Plans, which are too detailed to keep the strategic vision and are meant to plan activities (inputs) than measure progress on outcomes and outputs. It would be useful to develop more understandable Joint Work Plans in terms of structure and design.	UNCT, coordinating Government partner-Ministry of Economy	Annual reviews	
f)	The M&E Framework should be revised during UNAPF implementation to ensure that expected results, indicators, baselines and targets, remain valid and in line with SMART criteria.	UNCT, coordinating Government partner-Ministry of Economy	Annual reviews	
g)	The M&E Group should continue supporting and guiding UNAPF monitoring and implementation and contribute to results group work with support from the UNRCO.	UNCT, coordinating Government partner-Ministry of Economy	Annual reviews	
h)	All of this may require the need to strengthen M&E capacities within organizations, and to develop a culture of results of staff so monitoring and measuring achievements and progress would become an appreciated and valued exercise that can be undertaken without major difficulties.	UNCT, coordinating Government partner-Ministry of Economy	Annual reviews	
i)	Monitoring and evaluation mechanisms should be developed in line with SDGs indicators.	UNCT, coordinating	August 2020	

			Government partner- Ministry of Economy		
j)	If high level indicators are used in the next UNSDCF all baselines and targets should be aligned to the SDGs and tailored to those localized to the Azerbaijani context.		UNCT, coordinating Government partner- Ministry of Economy	August 2020	
k)	It is important to intensify efforts to build national capacities in evaluation to strengthen results-based management, evaluation culture, evidence-based learning, and accountability for development results.		UNCT, coordinating Government partner- Ministry of Economy	Annual reviews	

Recommendation 8	Accepted / Partially accepted / Rejected
The UNCT, the State Statistics Committee, and ministries should strengthen collaboration in view of improving national capacities for data collection and analysis, especially given their importance for measuring progress on the SDGs and next UNSDCF implementation. High priority	**Accepted**

Explanation					
[Explanation of rejection or partial acceptance]					

Actions to be taken			Responsible entities	Timeframe	Resource implication
a)	To strengthen national capacities for data collection and analysis it is necessary for all UNAPF stakeholders to have the best possible data to conduct extensive analyses and avoid discrepancies between statistical data produced by different sources. This will help in getting a better understanding of the current situation and deprivations, properly designing interventions, effectively measuring results, and using evidence for policy development and decision-making.		UNCT, coordinating Government partner- Ministry of Economy	Annual reviews	
b)	The UNCT should continue to provide capacity building support in developing methodologies for data collection and analysis, and to apply best practices from other countries and UNDESA methodologies but tailor them to the national context for both the UNAPF and SDGs.		UNCT, coordinating Government partner- Ministry of Economy	Annual reviews	

c) A recent guide, "Human Rights-Based Approach to Data, Leaving No One Behind in the 2030 Agenda for Sustainable Development" from OHCHR could be useful for the preparation of the next UNSDCF with respect to data collection, analysis and usage.	UNCT	August 2020	

Recommendation 9	**Accepted / Partially accepted / Rejected**		
The UNCT should ensure greater mainstreaming of the UNSDCF guiding principle *leave no one behind* and the Human Rights-Based Approach, as recommended in June 2019 Guidelines Medium priority	**Accepted**		

Explanation
[Explanation of rejection or partial acceptance]

Actions to be taken	**Responsible entities**	**Timeframe**	**Resource implication**
a) *Leaving no one behind,* the central objective of the SDGs, is also an overarching UNSDCF principle along with the HRBA approach to development and gender equality and women's empowerment. These principles should be at the center of the next UNSDCF as cross-cutting, essential for achieving all outcomes together with other guiding principles specified in the revised June 2019 UNSDCF Guidelines. This would help achieve better links between operational activities and normative work.	UNCT, coordinating Government partner- Ministry of Economy	Annual reviews	
b) The recent guidance on leaving no one behind should be used to guide the preparation of the next UNSDCF. The guide presents a methodology on operationalizing LNOB with a set of five steps for analysis, action, monitoring, accountability and meaningful participation. A gender perspective should be applied at all steps because women and girls are some of the most deprived and disadvantaged within marginalized groups.	UNCT, coordinating Government partner- Ministry of Economy	July 2020	
c) In line with new guidelines, the UNCT is invited to conduct a CCA that identifies who the vulnerable are, where they are situated, what their needs are, and elaborate on how the UN	UNCT	Annual Reviews	

	can contribute. It is also critical to continuously develop the capacity of government counterparts on the needs of vulnerable groups and the importance of disaggregated data. This will provide necessary reliable baseline data and analysis at the beginning of the UNAPF.			
d)	The UNCT should use the entire UNAPF process to place human rights at the centre of UNDS activities and continue to apply the HRBA, from the analysis to programming and implementation. A HRBA has the potential to ensure the high-quality assessment and analysis of development challenges. For instance, a regular analysis that reflects the institutional changes and behaviours required for rights-holders to claim their rights and duty-bearers to fulfill their obligations, would contribute to making the UNAPF more strategic and achieve better results. It would also be useful to analyze selected development problems and challenges with the human rights-based approach to identify root causes (causal analysis and causal trees), roles of duty-bearers, and capacity gaps, and to assess the enabling environment in order to guide the prioritization and implementation of the next UNSDCF.	UNCT	Annual reviews	
e)	HRBA should be reflected in a systematic, sustained, and purposive way in UNAPF implementation and in preparation of the next UNSDCF. This can be done through the following analyses: 1) causality, 2) role-pattern, and 3) capacity gap. Similarly, UNAPF and UNSDCF strategies, results, indicators and implementation should be informed by the key operational human rights principles of 1) non-discrimination and equality, 2) participation and inclusion, and 3) accountability and rule of law.	UNCT	Annual reviews	
f)	United Nations programming staff, government officials, and other partners would need to be continuously trained and have their capacities built on HRBA.	UNCT	Annual reviews	
g)	The UNCT should continue to provide technical support through the UNAPF Human Rights Thematic Group on reporting to human rights committees and in strengthening the human rights component in the next UNSDCF document.	UNCT	Annual reviews	

h)	The UNCT should dedicate some meetings to discussing the improvement of cooperation on human rights with the government, Ombudsman, and civil society institutions. The UNCT and the Resident Coordinator need to pay more attention to human rights (economic, social, cultural, civil and political) and further strengthen dialogue and advocacy between the UN and government. A specific budget could be earmarked for the Human Rights Theme Group by the UNRCO.	UNCT	Annual reviews	
i)	Enhanced mainstreaming of UNSDCF guiding principles on leaving no one behind and HRBA could be ensured through existing theme groups that could develop specific checklists and indicators with clear baselines and targets to ensure coordinated and regular monitoring and use of principles, as well as reporting on their implementation in annual reviews and progress reports.	UNCT	Annual reviews	
j)	Other emerging crosscutting issues, such as youth and women, people with disabilities and aging, should be reflected in the next UNSDCF.	UNCT	August 2020	

Recommendation 10	Accepted / Partially accepted / Rejected		
The UNCT should ensure a greater mainstreaming of the UNSDCF guiding principle on gender equality and women's empowerment, as recommended in the June 2019 Guidelines High priority	**Accepted**		

Explanation
[Explanation of rejection or partial acceptance]

Actions to be taken	Responsible entities	Timeframe	Resource implication
a) It is suggested to have a gender specific outcome on gender equality and women's empowerment in line with findings from the assessment done by UN Women for the EECA region.	UNCT, coordinating Government partner-Ministry of Economy	August 2020	
b) Gender quality and women's empowerment should be better reflected in UNSDCF design; as a cross-cutting principle (in terms of specific goals and targets set, sex-disaggregated data and indicators). To better integrate gender-	UNCT, coordinating Government partner-	August 2020	

	based approaches in the next UNSDCF, gender equality, gender equity and women's empowerment should be considered and an expert could be involved to properly address key aspects during UNSDCF preparation.	Ministry of Economy		
c)	For the next cycle, United Nations organizations should look at having a substantial joint programme on gender, without double charging in administrative costs.	UNCT	Annual review	
d)	Meanwhile, synergies among agencies should increase for projects or activities on gender that are implemented individually.	UNCT	Annual review	
e)	In addition, following the UNDS reform, a separate budget should be allocated to gender by the UNRCO in support strengthening the capacity of the UN Gender Group and UN organizations, and in preparation of a gender strategy, as well as implementation of other recommendations from the Participatory Gender Audit that are directly related to the UNAPF.	UN RCO	December 2020	
f)	The GTG could use performance indicators for gender equality and empowerment of women for UNCTs as part of the Gender Scorecard mechanism to ensure a more coordinated and regular monitoring, use of the guiding principles on gender equality and women's empowerment, and reporting on its implementation. The Gender Scorecard is an internationally validated methodology that could be used for baseline and target data on UNCT performance regarding gender mainstreaming and synergies between agencies.	GTG	December 2020	
g)	Finally, to strengthen gender equality and women's empowerment in the current UNAPF implementation and upcoming UNSDCF strategies and results frameworks, a number of recent guidelines are available: the UNEG guidance on "UN-SWAP Evaluation Performance Indicator," the UNDG "Resource Book for Mainstreaming Gender in UN Common Programming at the Country Level," and the UNDG "Resource Guide for UN Gender Theme Groups," which can be used to further articulate both the gender equality and women's empowerment and LNOB focus. Furthermore,	UNCT	Annual reviews	

UNEG "Guidelines for Integrating Human Rights and Gender Equality in Evaluation" can provide complementary insights.			
Recommendation 11	**Accepted / Partially accepted / Rejected**		
The UNCT should pursue an integrated approach and create cross-sector synergies to deliver linked results, strengthen equity-focused and upstream-downstream links, and develop and pilot integrated and convergent intervention models. Medium priority	**Accepted**		
Explanation [Explanation of rejection or partial acceptance]			
Actions to be taken	**Responsible entities**	**Timeframe**	**Resource implication**
a) The SDGs require a development system and government able to pursue integrated approaches and create cross-sector synergies to deliver linked results at all levels. The individual and collective comparative advantages and added value of the UNDS needs to be maximized by national partners thanks to the UNAPF.	UNCT, coordinating Government partner-Ministry of Economy, Ministry of Foreign Affairs	Annual Reviews	
b) The UNCT should strengthen equity-focused and upstream-downstream links. The current and next UNAPF should continue to focus on equal opportunities for the most vulnerable and disadvantaged.	UNCT, coordinating Government partner-Ministry of Economy	Annual reviews	
c) Efforts should be made by the UNCT to provide sound evidence with disaggregated data and support the government on policy and legislation development, planning, budgeting, and programming.	UNCT, coordinating Government partner-Ministry of Economy	Annual reviews	
d) Through developing and piloting integrated and convergent intervention models the UNAPF will generate strong evidence and demonstrate good practices and support scaling-up interventions.	UNCT, coordinating Government partner-Ministry of Economy, Ministry of Foreign Affairs	Annual reviews	

Recommendation 12	Accepted / Partially accepted / Rejected
The UNCT should create a more inclusive and enabling environment for the participation and involvement of non-resident UN organizations in CCA, UNAPF, and UNSDCF processes Medium priority	**Accepted**

Explanation			
[Explanation of rejection or partial acceptance]			
Actions to be taken	**Responsible entities**	**Timeframe**	**Resource implication**
a) It is suggested that the UNCT create a more inclusive and enabling environment for the participation and involvement of non-resident UN organizations in the CCA, UNAPF, and UNSDCF processes, through effective coordination mechanisms.	UNCT	May 2020	
b) The UNCT should enable the next UNSDCF to be more inclusive of the expertise of different non-resident organizations and allow the government to take full advantage of their unique expertise when working toward achieving national priorities. The UNCT could institutionalize reaching out and facilitating or brokering new partnerships with relevant stakeholders in areas of common interest.	UNCT	Annual reviews	
c) A mapping of the available UN expertise existing at the country level, including non-resident organizations, could positively lead to better coordination and effectiveness of United Nations interventions at the country level.	UNCT	May 2020	
d) Other possible actions are made in the "Involvement of non-resident organizations" section of this report.	UNCT	Annual review	