

**EMR Tracker**  
**Evaluation Management Response Document**

**Region:** ECAR

**Office:** Moldova

**Evaluation Year:** 2021

**Evaluation Title:** Evaluation of the UN–RM Partnership Framework for Sustainable Development 2018-2022

**Evaluation Report Sequence Number:** Moldova/66/2021/17935

**Person in Charge for Follow Up to Management Response:** Elena Laur, M&E Specialist

**Overall Response to the Evaluation**

The report was sufficient to assess the progress made in the implementation of the UN–RM Partnership Framework for Sustainable Development (PFSD) during the 2018 – 2020 period and provides an assessment of the UN agencies’ joint contributions towards national priorities and Sustainable Development Goals. The evaluation was comprehensive, focusing on the activities, achievements and results of all UN agencies, funds and programmes operating in Moldova. The evaluation was designed and conducted to support greater learning about what works, what does not work and why in the context of the PFSD. It provides an independent assessment of the achievements, the challenges and the lessons learned from the PFSD implementation by the cooperation of the Government of Moldova and the UN. Although there are two more years before the finalisation of the current PFSD, the assessment is intended as a final evaluation so that the main findings and recommendations may feed into the next planning cycle.

**Planned Use of the Evaluation**

Throughout the evaluation report main finding and recommendations were stylized to inform the elaboration of the next PFSD and support the United Nations Resident Coordinator's Office (UNRCO) in the design and implementation phase. At the same time, part of the recommendations which relate to efficiency and sustainability may prove to be valuable to individual UN agencies which are encouraged to improve their performance by addressing the shortcomings. Finally, the report aims to inform the Government and other implementing partners about what worked well and less well in the current PFSD format and what are the areas that require further attention.

**Recommendations and Actions:**

No.	Recommendations/ Action	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response/ Implementation Stage <ul style="list-style-type: none"> <li>• Agree</li> <li>• Partially Agree</li> <li>• Disagree</li> </ul>
1	<b>Recommendation 1: Streamline the intervention logic and the results framework</b>				<b>UNICEF: Agree</b> UNCT: Partially Agree
<p><b>1.1 For the upcoming CF, UNCT and GoM should develop a less complicated and well-defined results framework, with baselines and targets to ensure better measurements of UN contribution to the results.</b></p> <p><i>Selected indicators will require reliable longitudinal data and disaggregation by sex, age, location (rural/urban), etc. The outcome levels indicators should be aligned to the SDG nationalised indicators. The number of output indicators should be pared to a manageable level and meet the SMART criteria.</i></p> <p><b>1.2 UNCT should strengthen the capabilities of the joint results groups to identify and analyse outcome and output indicators, plan interventions, etc.</b></p> <p><i>UNCT should organize joint trainings on RBM matters, which could be coordinated by the RCO.</i></p> <p><b>1.3 UN agencies should seek to the extent possible to coordinate and harmonize their assessment and evaluative initiatives.</b></p> <p><b>1.4 The UNCT should establish a sound monitoring process for the financial flows and ensure effective financial reporting.</b></p> <p><i>As part of its accountability to the public, beneficiaries and donors, the UN system should track on a continued basis the financial resources it has mobilized and expended as a whole. The UN should establish a sound process for the collection of financial</i></p>					

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	<i>information from the agencies, its storage and analysis and effective reporting. The UN-INFO provides a good platform for achieving this. The RCO should monitor the process on a continuous basis and provide the necessary training to the UN agencies based on the challenges they encounter.</i>				
1.1	UNICEF, as a part of SDG M&E Group, to contribute to the development of coordinated and harmonized CF M&E Plan in line with the latest CF guidance (1.5 - UNCT response)	Programme	M&E Specialist	June 2022	
1.2	UNICEF, as a part of RGs, to contribute to collection of data on available resources, resources to be mobilized and spent resources, disaggregated by funding source, during the yearly planning and reporting processes for the joint work plans (1.6 - UNCT response)	Programme	DepRep	Dec 2023	
1.3	UNICEF, as a part of SDG M&E Group, to participate in at least one training session on UN INFO for agency focal points and interested SDG M&E/RG members at the beginning of each planning and reporting exercise to be completed in the system (1.7 - UNCT response)	Programme	M&E Specialist	Dec 2023	
2	<b>Recommendation 2: Strengthen inter-agency cooperation</b>				UNICEF: Agree UNCT: Partially Agree
	<p><b>2.1 The UNCT should review existing inter-agency coordination structures with a view to streamlining the joint groups and strengthening their performance.</b></p> <p><i>All agencies should engage more effectively with the joint coordination mechanisms – they should allocate the necessary resources and staff time to the UN coordination process. Streamline the coordination architecture of inter-agency thematic groups that currently exist. Redesign the joint structures to allow for the participation of government counterparts in the joint structures. Assess options for engaging civil society more effectively with the results groups and/or the thematic groups.</i></p> <p><b>2.2 Agencies should interact, communicate and collaborate more effectively on the planning process.</b></p> <p><i>The UNCT should redesign the mandate and functionality of the Results Groups to enable them to engage more effectively with planning and joint programming as opposed to monitoring and reporting. Their role in planning should be strengthened to ensure that planning under the PFSD is not done as the sum of agency plans, but as a process that consolidates and integrates the efforts of the agencies. The number of annual meetings of result groups could increase to allow for more focus on planning.</i></p> <p><b>2.3 The RCO role in the planning process needs to be enhanced so as to contribute to the harmonisation of planning and facilitate communication and flow of information among UN agencies on planning matters.</b></p> <p><i>The RCO should also keep track of agencies’ planning processes and timelines, provide regular updates to agencies and identify opportunities for inter-agency consultations. The RCO could also facilitate a more harmonious alignment of UN planning processes with government planning approaches at the sectoral and national levels.</i></p> <p><b>2.4 The UNCT should promote joint programming by identifying and institutionalizing incentives for the agencies to engage in joint programmes.</b></p> <p><i>RCO could supplement this process with training for agency staff on modalities and approaches of joint programming. The UNCT should promote a higher degree of awareness among UN staff members about the UN reform and its implications for joint delivery – i.e. key elements of the reform, its objectives, what it means for cooperation and joint implementation on the ground, etc. The RCO is well-positioned to facilitate this process through targeted training. The UNCT should organize team-building activities at the UN level with participation of multiple agencies, mixed teams etc.</i></p>				
2.1	UNICEF, as a part of RGs, to finalize the annual joint work planning process during the first quarter of each year (2.4 - UNCT response)	Programme	DepRep	April 2022	

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2.2	UNICEF, as a part of RGs to meet and discuss planning issues at least twice per year (2.5 - UNCT response)	Programme	DepRep	Dec 2023	
3	<b>Recommendation 3: Enhance programming going forward</b>				UNICEF: Agree UNCT: Partially Agree
	<p><b>3.1 The joint UN-GoM response to the challenges that have emerged from the COVID-19 crisis should be central to and fully embraced by the upcoming cooperation framework.</b></p> <p><i>PFSD's JWPs and SERP became two parallel processes in 2020, with SERP taking a prominent role in programming. In the new cooperation framework, the UNCT should fully integrate the two streams into one framework under a single strategic document with a single results framework.</i></p> <p><b>3.2 The UNCT, in cooperation with the GoM, should explore joint support for national partners in the key areas identified by stakeholders of this evaluation and as a result of the analysis of performance under the current PFSD.</b></p> <p><i>Specifically, the following areas of support identified by key stakeholders should be given consideration: anti-corruption, digitalization, migration, job creation, national capacity building, human rights, healthcare, environmental sustainability, rural development, green economy and infrastructure as well as areas for which progress has been limited under the PFSD, while ensuring alignment with national development priorities. Further, consideration should be given for increasing support for SDGs 4, 5, 10, 12 and 15, as well as SDGs 2 and 11 based on agencies' comparative advantages. Although resources have been directed towards SDGs 6, 7 and 9, they have been concentrated in a handful of activities, hence further consideration should be given to these SDGs as well.</i></p> <p><b>3.3 In the upcoming CF, the UNCT should mainstream gender across programmes through targeted interventions and resource allocations.</b></p> <p><i>UNCT should consider a twin track approach to GE in the next UNSDCF: 1) A separate result area focusing on GM in policy making and budgeting, including strengthening institutional mechanisms to GE; and 2) Mainstreaming gender equality perspective across all the priority thematic areas, in line with CEDAW recommendations as well as the GE scorecard recommendations.</i></p>				
3.1	UNICEF, as a part of UNCT, to contribute to the development of an integrated CF, covering all areas of support of the UN development system in the country, including COVID-19 response and recovery support (3.1 - UNCT response)	Programme	DepRep	Dec 2022	
3.2	UNICEF, as a part of UNCT, to contribute to identifying the potential list of priorities from the CCA, for the new CF and UNICEF CPD 2023-2027 taking into consideration the key areas of support identified in the evaluation process (3.2 - UNCT response)	Programme	DepRep	Dec 2022	
3.3	UNICEF, as a part of UNCT, to contribute to the implementation of the twin track approach to gender equality and the empowerment of women in the development of the new CF, particularly at the stage when priorities and outcomes are defined and agreed (3.4 - UNCT response)	Programme	DepRep Gender Focal Point	Dec 2022	
4	<b>Recommendation 4: Step up engagement with the civil society and private sector</b>				UNICEF: Agree UNCT: Partially Agree
	<p><b>4.1 The UNCT should strengthen its engagement with civil society.</b></p> <p><i>It will be important to have a more coherent approach at the UN level, across agencies, for how support to civil society, especially capacity building assistance, is designed and delivered. The UN should explore the harmonised approach to channel the support to build the capacity and network of civil society. The UNCT should explore possibilities for engaging the civil society more systematically in the UN joint coordination structures and make greater efforts in consulting civil society in UN-led processes.</i></p>				

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	<p><b>4.2 The UNCT should step up its engagement with the private sector to ensure that private sector resources are deployed more effectively towards the solution of development problems.</b></p> <p><i>Options for engagement include further identifying potential partners among private companies with strong social responsibility, building new partnerships with environment-friendly private companies, further using partnerships with private companies to promote women's empowerment, including through WEP, and promoting the PPP model in the public sector.</i></p>				
4.1	UNICEF, as a part of UNCT, to contribute to the engagement of CSOs in relevant key UNCT and UNICEF processes, such as the CCA and SitAn development, specific RG and thematic group meetings as appropriate, etc. (5.2 - UNCT response)	Programme	DepRep	Dec 2023	
4.2	To conduct Business impact analysis and consider private sector engagement in the new CPD 2023-2027	Communication	Rep/DepRep Communication Officer	April 2022	
5	<b>Recommendation 5: Strengthen tracking of pilots and focus on policy implementation</b>				UNICEF: Agree UNCT: Partially Agree
	<p><b>5.1 The UNCT should track the performance of pilots over time – the lessons they generate during the piloting stage and the extent to which they get replicated and scaled up.</b></p> <p><i>As part of the monitoring system, the UN should seek to track pilot initiatives over time and after a pilot's lifetime. The UN should document more effectively results, lessons, experiences, and good practices and share them more widely.</i></p> <p><b>5.2 The UNCT should take a more systematic approach to policymaking by paying particular attention to the issue of implementation.</b></p> <p><i>Policy development should be clearly linked to public budgets. The UN should also strengthen the systems that track policy implementation results, rather than inputs/outputs and assess more rigorously the sustainability of achievements. The UN should support the implementation capabilities of the government and not act as a substitute for government's shortcomings in implementation.</i></p>				
5.1	Propose amendments to local and national legal and regulatory framework based on good existing models through „what works” approaches, through EVA project supported by EU and implemented by UN Women in partnership with UNICEF	Programme	Child Protection officer	Dec 2023	

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