

Management Response

Strengthening Social Protection for Pandemic Response: Identifying the Vulnerable, Aiding Recovery and Building Resilience(DA COVID-19 joint Special Project)

Rec. No.	Evaluation Criteria	Recommendation	Priority Level High ¹ / Medium/High ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Subprogramme Comments
IEs							
1	Efficiency	<i>Strengthen South-South and triangular cooperation within and across the RCs to allow sharing best practices, learning, and innovation with aim of ensuring resilience of the national social protection systems. (Regional Commissions)</i>	High	YES	ESCWA/ Cluster 2	31 December 2025	The ESCWA Social Protection Team (Cluster 2) has already adopted south-south cooperation & peer exchange modalities to facilitate the exchange of best practices by Member States with the aim of enhancing the effectiveness & efficiency of national social protection systems. The recommendation has already been reflected in the logical framework of the follow-up DA project (tranche 16, being jointly implemented with ECA) as well as – where feasible and relevant – into the overall social protection initiatives being currently implemented by ESCWA.
2	Relevance and Effectiveness	<i>Involve other UN agencies engaged in project-related themes to better harmonize support and improve results. Use regional DCOs and UNCTs as entry points towards this end. (Regional Commissions)</i>	High	YES	ESCWA/ Cluster 2	31 December 2025	Through its active membership in the Issue-Based Coalition (RCP for Arab States) on social protection, ESCWA social protection team has been collaborating with UNICEF, ILO & others relevant entities on joint, country-based capacity-development activities. The RCOs in the relevant member States are routinely informed about

¹ High priority level recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Medium or Low priority level recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

Management Response

Strengthening Social Protection for Pandemic Response: Identifying the Vulnerable, Aiding Recovery and Building Resilience(DA COVID-19 joint Special Project)

Rec. No.	Evaluation Criteria	Recommendation	Priority Level High ¹ / Medium/High ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Subprogramme Comments
IEs							
							TC requests received and accepted by ESCWA, thereby enabling UNCTs to engage on issues of convergence and relevance to programmes already being implemented at the national level. Furthermore, ESCWA is proactively engaging with select UN agencies at country level (e.g. UNICEF in Morocco) to leverage their respective collaboration networks and explore opportunities for joint funding of TC requests.
3	Effectiveness and Impact	<i>Embed the innovative solutions developed within this project in own portfolio of activities. (Regional Commissions)</i>	High	YES	ESCWA/ Cluster 2	31 December 2025	Innovations developed under the 12th tranche project (e.g. country profile template, SPP-RAF, etc.) are being routinely included into ESCWA's social protection programming, including the ongoing DA project on social protection (tranche 16, implemented jointly by ESCWA and ECA) under which ECA is replicating innovative approaches tested by ESCWA for improved collaboration with beneficiary countries.
4	Effectiveness and Impact	<i>For strengthening resilient social protection systems, invest in building adaptive social protection (ASP) to prevent and mitigate the negative impacts of shocks and boosting resilience for long-</i>	High	Partially accepted	ESCWA/ Cluster 2	31 December 2025	Although ASP is essential, the current and anticipated resources are not allocated for this topic. ASP is a different concept from shock-responsive SP. In the context of the 12th tranche project on

Management Response

Strengthening Social Protection for Pandemic Response: Identifying the Vulnerable, Aiding Recovery and Building Resilience(DA COVID-19 joint Special Project)

Rec. No.	Evaluation Criteria	Recommendation	Priority Level High ¹ / Medium/High ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Subprogramme Comments
IEs							
		<i>term development. (Regional Commissions)</i>					COVID-19, shock-responsive SP would have been an important aspect that was not included in the project proposal. Going forward, ESCWA can work on ASP if – in the context of climate change adaptation – requested by Member States with a clear vision how the concept fits into the national SP landscape (given the often-substantial costs involved for governments and development partners).
5	Efficiency and Effectiveness	<i>ECA should conduct a formal debrief exercise of its management and coordination functions as the Lead Agency within the project to extract its own lessons learned and actionable recommendations to avoid similar situations in the future. (UNECA)</i>	High				
6	Coherence	<i>Shape programming for institutionalizing CE in general (national) budgets ensuring care economy responsive budgeting and tagging. Alternatively, incorporate CE in the gender-responsive budgeting process. (Regional Commissions)</i>	High	YES	ESCWA/ Cluster 2	31 December 2025	ESCWA will continue to enhance Arab member States' understanding of and the capacity to integrate Care Economy into national budgets.

Management Response

Strengthening Social Protection for Pandemic Response: Identifying the Vulnerable, Aiding Recovery and Building Resilience(DA COVID-19 joint Special Project)

Rec. No.	Evaluation Criteria	Recommendation	Priority Level High ¹ / Medium/High ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Subprogramme Comments
IEs							
7	Coherence	<i>When indicating any project outputs as 'innovative' provide sufficient background analysis to indicate the benchmarks not only within a given context (e.g. at the level of a target project country) but broader to ensure learning, if applicable, from other cases. (Regional Commissions)</i>	High	Partially accepted	ESCWA/ Cluster 2	31 December 2025	SP innovations (e.g. SP country profile diagnostic template) developed under the 12th tranche project were indeed novelties – not just for the region but globally, though there might have been the (missed) opportunity to more clearly illustrate or explain this in the reporting. This will be ensured in future projects, including by clear documentation of how these innovations compare to existing tools globally.
8	Coherence and Effectiveness	<i>To better guide social protection policies, adjust the production schedule of project outcomes to that of the needs of political decision-makers. (Regional Commissions)</i>	Medium	NO	ESCWA/ Cluster 2	Ongoing	All country-based SP TC activities were and are being coordinated extensively with national stakeholders and are backed-up by related TC requests submitted by these key stakeholders and indicate agreed upon activities and timelines.
For DA-PMT:							
1	Efficiency and Effectiveness	<i>Consider establishing a thematic DA Solutions Inventory allowing easy, one-go access to all interested stakeholders to the important solutions developed within DA projects, e.g., tools, methodologies, guides, etc.</i>	High				
2	Relevance and Effectiveness	<i>Ensure adequate balance of flexibility and project design quality with meaningful</i>	High				

Management Response

Strengthening Social Protection for Pandemic Response: Identifying the Vulnerable, Aiding Recovery and Building Resilience(DA COVID-19 joint Special Project)

Rec. No.	Evaluation Criteria	Recommendation	Priority Level High ¹ / Medium/High ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Subprogramme Comments
IEs							
		<i>indicators and close oversight of the monitoring and reporting from the lead IE.</i>					
3	Efficiency	<i>Revise accountability and financial disbursements requirements towards the DA projects to avoid confused predictability of funding and impact on the project planning.</i>	High				