

Evaluation report title	Year	Responsible Office	Eval. report type	Region	Period covered	Recommendation title	Recommendation text	Recommendation status (accepted, partially accepted)	Priority (high, medium or low)	Action point title	Action point text	Implementation Year
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2021	Strategic Recommendations	1: Develop a structured and differentiated approach to managing needs from countries, regional bodies and other partners that allows ESARO to respond in the most efficient manner. ESARO should develop a differentiated framework of support to countries that allows interventions to be planned in the most efficient manner. For instance, countries may be grouped according to: (i) economic classification of countries by income level, (ii) performance in key SRHR, ASRH and gender indicators; (iii) maturity of the country programme and operational efficiency; and (iv) risk of humanitarian crisis. A technical support plan responding to needs of all partners can also be developed at the beginning of the year while continuing to allow flexibility to address unforeseen emerging needs in the course of implementation.	Accepted	High	1. Develop a quality support and technical assistance strategy/plan to support to countries that allows interventions to be planned in the most efficient manner.	1. Organize regional technical consultations for the development of the regional technical assistance strategy with key stakeholders.	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2022	Strategic Recommendations	2: Review ESARO functions and staff establishment to ensure alignment to the RP, functions of the Regional Office and country, regional and global level needs. Expose staff to learn other official languages in ESA countries or make it a policy to recruit multilingual staff in the future. ESARO functions and staffing should be reviewed to be aligned with strategic and programmatic intent and obtain efficiency and impact desired and as articulated in the Regional Programme and UNFPA Strategic Plan. The functions include Communications, RBM/M&E and Programme Coordination. The communication function should be fully leveraged and integrated at the strategic and programmatic levels for the achievement of UNFPA's transformative results. RBM/M&E function should be provided with the resources and capacity necessary to provide leadership and guidance necessary to strengthen RBM as desired by UNFPA. ESARO regional programme management should be reviewed to allow the Programme Coordination Unit to perform more strategically and increase focus on supporting country offices. Technical experts and advisors across all outcomes areas 1 to 4 should be provided with technical and operational support to be allowed to focus on strategic roles for more efficient utilisation of their expertise. In addition, ESARO should consider either exposing staff to learning other official languages used in ESA countries or have it as a policy to recruit bi- or multilingual staff in the future.	Accepted	High	2. Review the multilingual proficiency of the technical staff to enhance quality support to countries and stakeholders.	2. Organise language learning for technical staff to learn additional languages other than English to facilitate efficient technical assistance and quality support services to country programmes and stakeholders in the region. Review the funds allocation to RBM and Communication to provide sufficient resources to activate their services to strengthen the contribution of the regional programme.	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2023	Strategic Recommendations	3: ESARO should provide leadership and guidance to country offices to establish the requisite structures, staff capacities and skills sets to allow for greater impact of its capacity building efforts but also their sustainability. ESARO should provide leadership to ensure functions within the country offices are properly structured and with the right numbers of staff and skill sets in order to increase effectiveness of its capacity building efforts, improve quality and magnitude of outputs coming out of country offices and ensure sustainability of ESARO capacity building efforts. ESARO should put effort to ensure that country offices do not remain at the same level and sometimes diminish in capacity in spite of the continuous capacity building initiatives from ESARO because of the inadequacies in their structures and staff. This is immediately the case for Communications and Resource Mobilization functions.	Accepted	High	3. Leadership and guidance to country offices to establish the requisite structures, staff capacities and skills sets to allow for greater impact	3. Conduct regional leadership meetings with country leadership and managers for continuous review and improvement of staff competencies	2022

East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2024	Strategic Recommendations	4: ESARO should pursue a strategy and provide leadership to integrate and mainstream innovation in programmes in all the country offices in the region. ESARO should ensure all ESA countries fully implement UNFPA's global strategy on innovation and seek to obtain the benefits of faster achievement of its transformative results. ESARO should pursue a strategy and provide leadership and capacity building for all country offices in the region to integrate and mainstream innovation in their programmes to ensure that no country is left behind.	Accepted	High	4. Leadership to integrate and mainstream innovation in programmes	4. Conduct regionwide Innovation Retreats involving all country offices.	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2025	Strategic Recommendations	5: Develop a result framework for the next Regional Programme with output results that ESARO can be fully accountable for. ESARO should consider defining output results that can be fully achieved through implementation of its planned activities to increase accountability. The output results should also include ESARO work at regional level and contributions to global level more comprehensively.	Accepted	High	5: Develop RIAP 2022-2025	5. Conduct technical consultations to develop the 2022 - 2025 RIAP.	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2026	Strategic Recommendations	6: Invest in capacity building for strategic regional partners and platforms that are key for enhancing the UNFPA agenda and connecting global and regional frameworks to countries. UNFPA should build capacities of regional partners that are strategic to its agenda such as SADC Secretariat, EAC Secretariat, SADC PF, EALA among others to leverage their platforms for advocacy, increasing utilisation of global and regional frameworks and normative guidance by countries and strengthening accountability. Such investment is likely to maximise the RP impact.	Accepted	High	6. Build capacities of regional partners that are strategic to its agenda such as SADC Secretariat, EAC Secretariat, SADC PF, EALA among others	6. Conduct regionwide capacity development workshops to improve the available skills of relevant stakeholders.	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2027	Strategic Recommendations	7: Explore opportunities for cross-border programming across all outcome areas of the Regional Programme. UNFPA should identify cross-border programming needs across all outcome areas bringing together a few countries to address common SRHR and gender issues arising from movement of people across borders and common problems besetting the different countries in the region.	Accepted	High	7. Identify and consolidate cross-border programming needs across all outcome areas	7. Conduct outcome based regional consultations to identify and consolidate on cross-border programming needs	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2028	Strategic Recommendations	8: Integrate good practices arising from the response to the COVID-19 pandemic in the overall programming at regional and country levels. Lessons learnt from the successful adaptation of the UNFPA ESARO regional programme and UNFPA country programmes to the COVID-19 pandemic to ensure continuity in implementation as well as the support provided to countries to ensure continuity in service delivery offer an opportunity to improve UNFPA programming. ESARO should explore opportunities for integrating good practices arising from the response to COVID-19 pandemic in its programming.	Accepted	High	8. Integrate good practices arising from the response to the COVID-19 pandemic in the overall programming	8. Conduct Regionwide workshops to integrate covid-19 related good practices into country and regional programming.	2022

East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2029	Strategic Recommendations	<p>9: Strengthen ESARO human resources and financial capacity to meet demand for population data generation and analysis and other emerging needs and review the population and development strategy to include emerging data governance and infrastructure issues. In consultation with UNFPA HQ, use cost efficient mechanisms to increase the capacity of the population and development unit to meet both internal (within ESARO) and country data needs. Such mechanisms include fellowship and internship schemes to attract show junior demographers and statisticians to support data analysis, embedding or integrating funding for data analysis needs within donor funded SRRH, Adolescents and Youth and Gender programmes, and recruiting junior staff to free up the time of senior population dynamics experts to provide strategic and technical support to countries.</p> <p>ESARO, in collaboration with UNFPA HQ, should also collaborate to update the population and development strategy to include the emerging needs in data analysis including migration, population aging and climate change, data for LNOB agenda; analysis of survey data to address data needs at regional level as well as address governance and infrastructure challenges facing data generation.</p>	Accepted	High	9. Strengthen ESARO human resources and financial capacity to meet demand for population data generation and analysis.	9. Conduct regional consultations on analysis of survey data to address data needs at regional level as well as address governance and infrastructure challenges facing data generation	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2030	Programmatic Recommendation	<p>10 Strengthen regional advocacy and accountability mechanisms to improve SRHR policy and strategy development and programming. ESARO should build on the successes achieved to strengthen regional level advocacy and accountability mechanisms for SRHR with a focus on increasing utilisation of the regional strategic frameworks and guidelines, monitoring progress towards SDG targets and supporting actions to address identified gaps in SRHR policy, strategy, and programming in countries. ESARO should support the RECs to take ownership of the advocacy and accountability efforts while providing need driven technical capacity and programme support. ESARO should also work with UNFPA COs as another channel to scale up advocacy for utilisation of the regional SRHR frameworks and guidelines.</p>	Accepted	High	10. Strengthen regional level advocacy and accountability mechanisms for SRHR	10. Conduct regional workshop to build capacity for regional level advocacy and accountability mechanisms for SRHR	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2031	Programmatic Recommendation	<p>11: Strengthen integrated SRHR/HIV/GBV programming at regional and country level building on successes achieved. ESARO should build on the strategies and guidelines in place to strengthened integration of SRHR/HIV/GBV at policy, programming, service delivery and data systems.</p>	Accepted	High	11. Develop strategies and guidelines to strengthened integration of SRHR/HIV/GBV	11. Conduct regionwide workshop to develop strategies and guidelines to strengthened integration of SRHR/HIV/GBV	2022

East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2032	Programmatic Recommendation	<p>12: Continue supporting the improvement of legal and policy environment for adolescents and young people's SRHR with a focus on countries that have not reviewed child marriage related laws and removed legal and policy impediments for adolescents less than 18 years to access SRH services and information; and advocate and build capacity to domestic funding of child marriage strategies. ESARO should continue the advocacy and technical guidance to countries to utilise the SADC Model Law on Child Marriage prioritising SADC Member States that have not reviewed their child marriage related laws and advocate for enforcement of laws and policies that have already been reviewed. ESARO should also advocate for the review of child marriage laws in EAC Member States using lessons learnt from the SADC region.</p> <p>Secondly, ESARO should sustain the advocacy and technical guidance establishment of laws allowing adolescents less than 18 years of age to access SRH services and information focusing on the 13 countries that have not reviewed their laws.</p> <p>Thirdly, ESARO should support and collaborate with UNFPA country offices to advocate for and built capacity of national stakeholders to improve costing of child marriage action plan and link the costing to national budgeting processes to enhance sustainability of the actions to prevent child marriages.</p>	Accepted	High	12. Improve advocacy and technical guidance to countries to utilise the SADC Model Law on Child Marriage	12. Conduct regionwide workshop to develop advocacy and technical guidance to countries to utilise the SADC Model Law on Child Marriage	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2033	Programmatic Recommendation	<p>13: ESARO should advocate for, provide technical support, mobilise, or leverage existing resources and leverage its innovation initiative to enable countries to integrate SRHR into youth economic empowerment programmes. ESARO should support the scale up of the SRHR integration into youth economic empowerment programmes in ESA countries through collaboration UNFPA COs to advocate for, provide technical support, mobilise resources, leverage existing resources and also leverage the existing innovation initiative. ESARO should also continue collaborating with ILO and expand the collaboration to other UN agencies and other development partners support economic empowerment programmes to integrate SRHR into youth economic empowerment programmes.</p>	Accepted	High	13. Scale up of the SRHR integration into youth economic empowerment programmes.	13. Conduct regional workshop to scale up SRHR integration into youth economic empowerment programmes	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2034	Programmatic Recommendation	<p>14: Explore strategies for strengthening the link between CSE and SRHR/HIV and GBV service uptake among adolescents and young people to maximise the impact of CSE. UNFPA should generate evidence and support development of strategies that ensure linkage of the CSE and other forms of life-skills education offered in countries to uptake of SRHR/HIV/GBV services and ensure CSE delivery mechanisms are reaching marginalised adolescents and young people.</p>	Accepted	High	14. Generate evidence and support the development of strategies that ensure linkage of the CSE and other forms of life-skills education.	14. Conduct regional workshops to generate evidence and support development of strategies that ensure linkage of the CSE and other forms of life-skills education	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2035	Programmatic Recommendation	<p>15: ESARO, in collaboration with UNFPA COs, should consider streamlining the engagement with networks at country level and strengthen the institutional capacity of the regional youth network. ESARO should work collaboratively with COs where it engages with a different network from the one the CO engages with to streamline the nature of engagement with these networks taking into account the country context. ESARO should also strengthen the institutional capacity of AfriYAN regional networks to improve the functioning of its executive committee and implementation of its activities.</p>	Accepted	High	15. Streamlining the engagement with youth networks at country level and strengthen the institutional capacity of the regional youth network	15. Conduct workshops to strengthen the institutional capacity of AfriYAN regional networks.	2022

East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2036	Programmatic Recommendation	16: Strengthen capacity for country offices, government, and other partners in monitoring of UPR recommendations on SRHR recommendations. This should include appropriately disaggregating data especially in the area of GBV, FGM, HP, adolescents, and youth, socially excluded groups, and the implementation of policies and legal frameworks at country level. ESARO should build institutional capacity for monitoring and reporting on the implementation of gender equality recommendations especially as they relate to SRHR through technical assistance, south-to-south learning, and experiences exchanges. The institutional capacities should include in accountability and tracking systems for UPR, CEDAW, CRC, ICCPR and CRPD. Within the context of the normative work on supporting standards, tools, strategies across the area of gender equality, women and girls' empowerment with respect to ending GBV, FGM and related HP, it is recommended that UNFPA support strengthening of data collection, analysis and knowledge management in the region. ESA country offices and ESARO should follow up on the implementation of policies and legal frameworks developed with UNFPA support, key among these being the SADC Model Law on Child Marriage and the GBV Model Law (in development), including documenting experiences and good practices and sharing these within the region and beyond. ESARO should also provide capacity building and technical support for data collection and analysis of disaggregated data to gain intelligence on and support the advancement of social inclusion and leaving no one behind. ESARO should also support countries to carry out disability audits for their offices and partners.	Accepted	High	16. Strengthen capacity for country offices, government, and other partners in monitoring of UPR recommendations on SRHR recommendations	16. Conduct regional workshops to strengthen capacity for country offices, government, and other partners in monitoring of UPR recommendations on SRHR recommendations	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2037	Programmatic Recommendation	17: It is recommended that UNFPA reach out and nurture, new partnerships with the women's movement recognising their key implementation, advocacy and watch dog role in motivating for governments to play their part in ending GBV, FGM and other harmful practices.	Accepted	High	17 Develop new partnerships with the women's movement	17. Conduct regional consultation with women networks and associations in the region	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2038	Programmatic Recommendation	18: Increase effort to capacitate UNFPA country offices on key gender tools, analysis and mainstreaming in addition to research advocacy and policy analysis skills. ESARO should also take the lead in discussions on ending FGM and GBV and especially support the generation of and leverage on evidence and knowledge generated in these areas. UNFPA ESARO should invest in strengthening internal capacity at country level on key gender tools; gender analysis and gender mainstreaming in addition to capacitate country offices with research, advocacy, and policy analysis skills to further advance SRHR, GBV, FGM, HP work in the region. It is recommended that UNFPA ESARO lead discussions on what it will take to end GBV and FGM through dissemination of findings on the situation of GBV in the ESA region, in generating evidence and knowledge, and use these as leverage for policy advocacy. The discussions should explore innovative approaches and strategies and map out actions and partnerships required and help come up with a comprehensive ESA blueprint for achieving zero GBV. The realization of this transformational result of ending GBV will require new ways of programming that asks the big question of what it will take to end GBV, what political will, policies frameworks, tools, institutional arrangements, partnerships, human and financial resources.	Accepted	High	18. strengthening internal capacity at country level on key gender tools; gender analysis and and mainstreaming	18. Conduct regional workshop on ending FGM and GBV and especially support the generation of and leverage on evidence and knowledge generated in these areas	2022

East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2039	Programmatic Recommendation	19: Strengthen research, advocacy, and policy support on inclusivity issues to enhance targeting of population left behind and those furthest behind. Given that ESA countries are not at the same level with respect to acceptance of the principle of inclusivity when some SRHR issues might be in the way of their belief system on issues such as LGBTQI and abortion issues, UNFPA will need to strengthen its research, advocacy and policy support to their country offices that often have to deal policy and programming huddles.	Accepted	High	19. Strengthen research, advocacy and policy support to their country offices	19. Conduct regionwide workshop on strengthening research, advocacy and policy support to country offices	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2040	Programmatic Recommendation	20: ESARO should review its Population and Development strategy to include the emerging data governance and infrastructure issues at country level and data needs at regional level. ESARO, in collaboration with UNFPA HQ, should collaborate to update the population and development strategy to include the emerging needs in data analysis including migration, population aging and climate change, data for LNOB agenda; analysis of survey data to address data needs at regional level as well as address governance and infrastructure challenges facing data generation.	Accepted	High	20. Review Population and Development strategy to include the emerging data governance and infrastructure issues	20. Conduct regional consultations on analysis of survey data to address data needs at regional level as well as address governance and infrastructure challenges facing data generation.	2022
East and Southern Africa Regional Programme Evaluation (2018-2021)	2021	ESARO	Regional Programme Evaluation (RPE)	ESA	2018-2041	Programmatic Recommendation	21: Conduct a robust population data needs assessment at country and regional level and march the needs with ESARO capacity and strategy. ESARO should conduct capacity needs assessment at RO and country levels and match it with needs and demands from countries. It was not enough to introduce new techniques in generating demographic intelligence through Technical Assistance and Consultants. It is worthwhile to look at how the techniques can be mainstreamed and be part of the data governance systems at regional and country levels.	Accepted	High	21. Conduct robust population data needs assessment.	21. Conduct capacity needs assessment	2022