

UNFPA Management Response to: Evaluation of UNFPA's Regional Intervention Action Plan

Evaluation Coverage Time Period: 2014-2017

Year of management response: 2017

Recommendation Title	Recommendation	Accepted/ Not accepted	Priority	Action Title	Action description	Estimated Implementation Date
1. Consultative Annual Planning	Maintain and enhance current management practices such as consultative annual planning; Consider establishing a Regional Programme country or cluster focal point role to assist Country Offices with cross-cutting programme implementation; and strengthen organisation of sub-regional clusters for better nuanced programming and support.	Partially Accepted	High	1.1. Consultative Planning	1.1 Incorporate indicator in OEE outputs of new RP related to regularizing practice of joint annual planning through RPM as well as consultation on workplans.	11/30/2017
1. Consultative Annual Planning	Maintain and enhance current management practices such as consultative annual planning; Consider establishing a Regional Programme country or cluster focal point role to assist Country Offices with cross-cutting programme implementation; and strengthen organisation of sub-regional clusters for better nuanced programming and support.	Partially Accepted	High	1.2. Nuanced programming and support	1.2 Reflect priority needs of COs and priority COs in new RP.	11/30/2017
2. Allocate core funds to HIV and mobilize funds for HIV	Undertake a Regional Investment Case to assist in identifying regional gaps and best practice, and the areas for minimal strategic investment and high return, for directing core funds to HIV as well as supporting UNFPA in seeking new sources of non-core funds for HIV.	Partially Accepted	High	2.1 Mainstreaming HIV	2.1 Incorporate HIV across outputs in the new Regional Programme.	11/30/2017

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2. Allocate core funds to HIV and mobilize funds for HIV	Undertake a Regional Investment Case to assist in identifying regional gaps and best practice, and the areas for minimal strategic investment and high return, for directing core funds to HIV as well as supporting UNFPA in seeking new sources of non-core funds for HIV.	Partially Accepted	High	2.2 Funding for HIV	2.2 Current HIV work has very strategically leveraged resources from the major players in the region, and this will be continued in the context of the new Regional Programme and reflected in the RM plan. In addition to this, RO will commit regular resources for HIV in the new RIAP 2018-2021 .	11/30/2017
3. Strengthening behavior change communication in programming	Analyse the added value of the Regional Programme's engagement in behaviour change communication in order to engender specific attitudes and behaviours necessary to advance ICPD and Sustainable Development Goal agendas.	Accepted	High	3.1 Empowering key groups	3.1 Ensure the new Regional Programme effectively identifies priority groups and balances supply and demand side work in all thematic areas.	11/30/2017
3. Strengthening behavior change communication in programming	Analyse the added value of the Regional Programme's engagement in behaviour change communication in order to engender specific attitudes and behaviours necessary to advance ICPD and Sustainable Development Goal agendas.	Accepted	High	3.2 Deepening advocacy	3.2 The existing advocacy and communication Task Teams ensure that demand side engagement is incorporated into advocacy efforts across the region.	12/31/2017
3. Strengthening behavior change communication in programming	Analyse the added value of the Regional Programme's engagement in behaviour change communication in order to engender specific attitudes and behaviours necessary to advance ICPD and Sustainable Development Goal agendas.	Accepted	High	3.3 Explore relevance and feasibility of various forms of potential behavior change communication initiatives	3.3 Organize consultations with relevant EECARO and CO staff, as well as potential external partners, and draw up implementation plan or include in existing task team action plan, depending on the outcomes.	12/31/2017

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4. Recrutement aux postes vacants	A combination of strategic clarity, programme consolidation and more ambitious resource mobilisation strategies and targets are required to improve the effectiveness of the Regional Programme. In preparation for the next programming cycle, develop a comprehensive, outcome-driven Capacity Development strategy that takes into consideration regional priorities, Country Programme plans and staff needs; and aligns with the UNFPA business model. The strategy should include specific attention and identification of resources for follow up, including both monitoring and continued support as needed to sustain capacities and promote an enabling environment for capacities to be applied.	Accepted	High	4.1 A combination of strategic clarity, programme consolidation and more ambitious resource mobilisation strategies and targets are required to improve the effectiveness of the Regional Programme. In preparation for the next programming cycle, develop a comprehensive, outcome-driven Capacity Development strategy that takes into consideration regional priorities, Country Programme plans and staff needs; and aligns with the UNFPA business model. The strategy should include specific attention and identification of resources for follow up, including both monitoring and continued support as needed to sustain capacities and promote an enabling environment for capacities to be applied.	4.1 Relancer le siège et le Bureau régional pour la republication des postes.	12/31/2017

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4. Recrutement aux postes vacants	A combination of strategic clarity, programme consolidation and more ambitious resource mobilisation strategies and targets are required to improve the effectiveness of the Regional Programme. In preparation for the next programming cycle, develop a comprehensive, outcome-driven Capacity Development strategy that takes into consideration regional priorities, Country Programme plans and staff needs; and aligns with the UNFPA business model. The strategy should include specific attention and identification of resources for follow up, including both monitoring and continued support as needed to sustain capacities and promote an enabling environment for capacities to be applied.	Accepted	High	4.1 A combination of strategic clarity, programme consolidation and more ambitious resource mobilisation strategies and targets are required to improve the effectiveness of the Regional Programme. In preparation for the next programming cycle, develop a comprehensive, outcome-driven Capacity Development strategy that takes into consideration regional priorities, Country Programme plans and staff needs; and aligns with the UNFPA business model. The strategy should include specific attention and identification of resources for follow up, including both monitoring and continued support as needed to sustain capacities and promote an enabling environment for capacities to be applied.	4.2 Organiser en collaboration avec le Bureau régional les recrutements aux vacants.	11/30/2017
5. Investing in outcome documentation and tracking of policy changes		Accepted	High	5.1 EECARO invests in better outcome documentation and communication of results internally and externally	5.1 Guidelines on how to integrate the achievements and best practices in communication strategies and materials, aimed at increased awareness of UNFPA results, as well mobilization of political and financial support will be developed.	12/31/2017

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5. Investing in outcome documentation and tracking of policy changes	Invest in outcomes documentation, through well-designed thematic evaluations and rigorous tracking of policy change. Maximise communications – internal and external - to publicise notable achievements and best practice.	Accepted	High	5.2. Regular tracking of policy changes	5.2 System for tracking of policy changes through environmental scanning by RO and RO Partners in place.	12/31/2017
5. Investing in outcome documentation and tracking of policy changes	Invest in outcomes documentation, through well-designed thematic evaluations and rigorous tracking of policy change. Maximise communications – internal and external - to publicise notable achievements and best practice.	Accepted	High	5.3. Dissemination of results	5.3 EECARO will continue organizing the webinars for RO and CO staff to better document and publicise notable results.	12/31/2017
6. Increase efficiency through timely planning and disbursement of resources	Assess root causes of the persistence in delays in planning and disbursement of Regional Office resources. Put in place concrete management measures at the regional level – ‘carrots and stick’s - to solve the delays in effective planning.	Accepted	High	6.1. Timely workplan preparation	6.1 Set target in OEE of new RP for ensuring that WPs are signed and funds disbursed within first half of first quarter.	9/30/2017
6. Increase efficiency through timely planning and disbursement of resources	Assess root causes of the persistence in delays in planning and disbursement of Regional Office resources. Put in place concrete management measures at the regional level – ‘carrots and stick’s - to solve the delays in effective planning.	Accepted	High	6.2. Policy compliance in terms of reporting and advances	6.2 Ensure policy compliance in terms of reporting (FACE, IP Reports) and fund disbursement.	12/31/2017

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7. Reaching marginalized population	Develop a specific cross-programme strategy to address the needs of marginalised populations, taking into consideration the Regional and Country Programmes' experience with young key populations, Roma, migrants and refugees, including internally displaced persons. Embed the strategy in the 2030 Agenda, including mapping to key approaches and expected outcomes.	Accepted	High	7.1 Reaching those furthest behind first	7.1 Develop a specific cross-programme strategy to address the need of marginalized population.	11/30/2017
8. Issue based programming	Take a learning approach to early experience organising 'issue-based' teams, involving different Technical Advisors as team leaders managing integrated, cross-programme workplans and budgets. As teams and with Country Office partners, reflect on the pros and cons of the approach and lessons learnt (including financial and technical efficiencies) for potential wider application of the approach in 2018-21.	Accepted	High	8.1 Introducing a concept of UNFPA EECA that would replace the notion of UNFPA RO versus UNFPA COs though the RPM 2017 and number of regional and country office joint regional initiatives	8.1 Introducing a concept of UNFPA EECA that would replace the notion of UNFPA RO versus UNFPA COs though the RPM 2017 and number of regional and country office joint regional initiatives.	12/31/2017
8. Issue based programming	Take a learning approach to early experience organising 'issue-based' teams, involving different Technical Advisors as team leaders managing integrated, cross-programme workplans and budgets. As teams and with Country Office partners, reflect on the pros and cons of the approach and lessons learnt (including financial and technical efficiencies) for potential wider application of the approach in 2018-21.	Accepted	High	8.2 EECA RO put efforts to develop RPD 2018-2021 in coordinated and coherent manner and full engagement of the regional technical teams in close consultations with the COs	8.2 EECA RO put efforts to develop RPD 2018-2021 in coordinated and coherent manner and full engagement of the regional technical teams in close consultations with the Cos.	11/30/2017

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9. Diversifying funding base	While leveraging of funding is considered a very promising approach, significant care must be taken to align approaches – including through formal partnership mechanisms such as Memoranda of Understanding and other modalities – in order to ensure synergies and complementarities. Tracking of leveraged funding should be pursued to demonstrate the value of the approach and its contribution to overall resource mobilisation.	Partially Accepted	High	9.1. Set measurable targets in the Resource mobilization plan	9.1 Prepare RM plan under the new RP with set targets and responsible staff.	9/30/2017

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9. Diversifying funding base	While leveraging of funding is considered a very promising approach, significant care must be taken to align approaches – including through formal partnership mechanisms such as Memoranda of Understanding and other modalities – in order to ensure synergies and complementarities. Tracking of leveraged funding should be pursued to demonstrate the value of the approach and its contribution to overall resource mobilisation.	Partially Accepted	High	9.3 Revise Partnerships Plan (2)	9.3 Include models for non-programme countries in the Partnerships Plan.	9/30/2017

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10. Diversify Partnerships with civil society organizations	Diversity partnerships with civil society organisations based on a robust landscaping of civil society actors at country and regional levels. Cast a wide net to include organisations that may not be explicitly focused on ICPD but have complementary interests (e.g. human rights, data transparency, multi-sectoral youth policy). Align engagement to Regional Programme expected results and embed partnerships within the regional partnership strategy recommended below. Include attention to Implementing Partner sustainability as explicit and robust element of the partnership strategy, including strategic planning and business planning, and exist strategies as components.	Accepted	High	10.1. Purposeful partnerships	10.1 Incorporate recommendation fully within Partnership Plan for new RP.	11/30/2017

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11. Sustainability Planning	Accelerate rigorous sustainability planning for key Implementing Partners such as the Centre for Public Health and Analyses in Bulgaria, and the Asia Forum of Parliamentarians on Population and Development AFPPD.	Accepted	High	11.1 Sustainability planning (IP)	11.1 Ensure sustainability planning as part of IP selection process.	12/31/2017
11. Sustainability Planning	Accelerate rigorous sustainability planning for key Implementing Partners such as the Centre for Public Health and Analyses in Bulgaria, and the Asia Forum of Parliamentarians on Population and Development AFPPD.	Accepted	High	11.2 Sustainability planning (Programme)	11.2 Ensure sustainability of all interventions e.g. capacity building initiative in intervention design phase.	12/31/2017

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12. Inter-agency consultation and joint initiatives	Engage key UN agencies (e.g. WHO, IOM, UNESCO, UN Women) early in Regional Intervention Action Plan development with a view to leveraging technical and financial resources for joint programming which optimises each agency's capacities and positioning.	Accepted	High	12.1. Inter-agency consultation	12.1 Ensure inter-agency (collective and bilateral as needed) is taken into account in the formulation of the action plan for the new Regional Programme.	12/31/2017
12. Inter-agency consultation and joint initiatives	Engage key UN agencies (e.g. WHO, IOM, UNESCO, UN Women) early in Regional Intervention Action Plan development with a view to leveraging technical and financial resources for joint programming which optimises each agency's capacities and positioning.	Accepted	High	12.2. Undertake joint inter-agency initiatives	12.2 Undertake joint activities, policy and programming with UN agencies (UNDG, Other UN Agencies) reflected in partnership plan implementation.	12/31/2017
13. Holistic Partnership Plan development	Develop a holistic partnership strategy that is objective-driven, complements country strategies and includes attention to both civil society and government partnerships, defines appropriate partnership modalities for different situations and includes attention to evaluation.	Accepted	High	13.1. Partnership Plan and RM Plan synchronized	13.1 Partnership Plan and RM Plan reflect the UNFPA NY Strategic Partnership Branch strategy.	9/30/2017
13. Holistic Partnership Plan development	Develop a holistic partnership strategy that is objective-driven, complements country strategies and includes attention to both civil society and government partnerships, defines appropriate partnership modalities for different situations and includes attention to evaluation.	Accepted	High	13.2. Revise Partnerships Plan	13.2 Ensure that Partnerships Plan sets out clear parameters for impact orientated partnerships.	9/30/2017

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14. Strategic approaches of the Adolescent and Youth Programming in the new RPD 2018-21	Give considerable attention in the design of the next Regional Programme to refreshing the strategic approaches of the Adolescent and Youth Programme, assuring that they are aligned with the orientations of the Sustainable Development Goals, fully consider regional and sub-regional trends and potentials for effective new partnerships.	Partially Accepted	High	14.1. Strategic approaches to the Adolescent and Youth Programme in the RPD.	14.1 Define EECARO role (including through partnership) in the context of it comparative strength as a guiding principle for the Adolescents and Youth strategic approach in the RPD.	9/30/2017
15. Emergency preparedness and humanitarian response	Give due attention to the implications of the United Nations Office for the Coordination of Humanitarian Affairs Regional Office's departure from the region at the end of 2017 and consider ways to both mitigate challenges and position UNFPA to take on a more significant role in Emergency Preparedness and Humanitarian Response.	Accepted	High	15.1. Increase level of preparedness	15.1 EECARO to increase and systematize its support to COs in EECA region in order for RO and all COs reach UNFPA minimum level of preparedness by the end of 2018, focusing on the countries with a MEDIUM or HIGH INFORM Risk index.	12/31/2018

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15. Emergency preparedness and humanitarian response	Give due attention to the implications of the United Nations Office for the Coordination of Humanitarian Affairs Regional Office's departure from the region at the end of 2017 and consider ways to both mitigate challenges and position UNFPA to take on a more significant role in Emergency Preparedness and Humanitarian Response.	Accepted	High	15.2. MISP readiness	15.2 EECARO to strengthen national capacity to address SRH in humanitarian settings and implement the MISP at the onset of crises, focusing on the countries with a MEDIUM or HIGH INFORM Risk index.	12/31/2017
15. Emergency preparedness and humanitarian response	Give due attention to the implications of the United Nations Office for the Coordination of Humanitarian Affairs Regional Office's departure from the region at the end of 2017 and consider ways to both mitigate challenges and position UNFPA to take on a more significant role in Emergency Preparedness and Humanitarian Response.	Accepted	High	15.3. Integration of humanitarian preparedness and response	15.3 Integrate humanitarian preparedness and response in the new RPD.	12/31/2017