

UNFPA Management Response to Evaluation

MANAGEMENT RESPONSE	
Country, Region or HQ division/unit that commissioned the evaluation	Mexico-LAC
Evaluation Title	EVALUACIÓN FINAL DEL PROGRAMA DE COOPERACIÓN DEL UNFPA EN MÉXICO
Year of the evaluation	2013
Type and/or focus area of evaluation	CountryProgEval
MR submission date	January 29, 2014
Approved By	
Evaluation Manager	Blanca Espinosa, Programme Associate, Mexico
General Management Response	The evaluation team that prepared the CPE report, made 17 recommendations in the three clusters: 6 strategic recommendations, 5 recommendations associated to programme and 6 recommendations associated with cross-cutting issues. All recommendations were accepted by the CO and this management response was prepared jointly with CO colleagues, taking into consideration feedback from strategic and implementing partners.

RECOMMENDATIONS	
Recomendation 1	Continuar promoviendo la incorporación en la agenda nacional sobre población de aquellos temas que la OP ha identificado como trascendentes, ya sea a partir de las dificultades para su cumplimiento o por su relevancia como problemas emergentes.
Management Response	Accepted
Comments	

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
				Status	Comments
1.1	The CO has carried out policy dialogue, advocacy and technical assistance activities to strengthen key issues such as incorporating population dynamics in local development planning; strengthening capacities of CSOs regarding youth topics; develop monitoring mechanisms for public policies on youth; Reproductive Health Commodity Security; SRH services for adolescents and youth, migrants and indigenous people; maternal mortality reduction and gender-based violence. It has also participated in the preparation of the National Population Programme; the National Health Programme and the National Youth Programme.	December 19,2014	Representative, Programme Management Unit (PMU), Programme Area	December 18,2013	All topics are being promoted

1.2	Including key population and development, sexual and reproductive health and gender issues in the national agenda has already been considered in the CPD 2014-2018 and will be incorporated in the CPAP.	February 28,2014	Representative, PMU, Programme area	December 18,2013	The CPD has been approved and has incorporated these topics.
1.3	The CO actively participated in the United Nations Development Assistance Framework (UNDAF) preparation process, in order to include key issues of its mandate in the document.	March 29,2013	Representative, PMU, Programme area	December 18,2013	The UNDAF was approved by the Government in March 2013.
Recommendation 2			Fortalecer la participación de UNFPA en el diálogo político y análisis de propuestas de tipo legislativo, con el fin de atender de mejor manera áreas críticas relacionadas con los temas prioritarios para las agendas de población internacional y nacional.		
Management Response			Accepted		
Comments					

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2.1	UNFPA is monitoring legislations regarding key issues of its mandate, such as the law on youth, the general population law and the general health law. The CO is also promoting the consideration of contraceptives as national security commodities. Policy dialogue and advocacy strategies will be developed in the next CPAP, in order to use the studies, researches and projects as inputs for public policies.	December 19,2014	Programme area, Programme Management Unit, Representative	January 27,2014	
2.2	The CO will continue to promote and to participate in legislative and normative processes regarding adolescents and youth, sexual and reproductive rights and population policies.	December 21,2018	Representative, PMU, Programme Area	January 27,2014	

2.3	The CO will provide further technical cooperation at State level for the design and instrumentation of public policies laws and norms, on UNFPA's key mandate issues.	December 21,2018	Representative, PMU, Programme area	January 27,2014	
Recommendation 3			Identificar e involucrar desde el principio a los socios estratégicos en la planeación y diseño del Programa de País para garantizar la apropiación y asociación de las contrapartes y por lo tanto facilitar el cumplimiento de los objetivos tanto del Programa como de los proyectos.		
Management Response			Accepted		
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3.1	The CO has made a first mapping of key partners (from Government, civil society, academia and other UN agencies) for the design of the CPD 2014-2018 and has promoted their feedback for the identification of outputs and indicators.	May 31,2013	Representative, PMU, Programme area	January 27,2014	
3.2	The CO will include the above-mentioned partners, and new ones, in the preparation of the CPAP.	February 28,2014	Representative, PMU, Programme area	January 27,2014	
Recommendation 4			Ampliar las capacidades de la OP incrementando el número de recursos humanos con los cuales cuenta, posibilitando con ello explorar temas adicionales de interés e importancia para la agenda sobre población en el país, ampliar el conjunto de socios estratégicos e implementadores, avanzar de manera más rápida en la difusión de los logros y sus productos.		
Management Response			Accepted		
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4.1	The CO will assess and adequate its internal work organization, in order to provide a better response to the strategic and programmatic strategies for the period 2014-2018.	June 30,2014	Representative, PMU, Programme area, Administration	January 27,2014	
Recomendation 5			Darle continuidad a las soft activities e identificar mecanismos que permitan reconocer en indicadores o productos el beneficio que la realización de las mismas conlleva.		
Management Response			Accepted		
Comments					

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5.1	The CO will report on “soft activities” in the annual report based on outputs.	December 21,2018	Representative, PMU, Programme area	January 29,2014	
				January 27,2014	
5.2	The CPAP 2014-2018 will address these issues in a more structured manner linked to the outputs.	February 28,2014	Representative, PMU, Programme area	January 29,2014	
				January 27,2014	
Recomendation 6			Fortalecer el trabajo en áreas de interés común con otras agencias del SNU a través de actividades de coordinación interagencial sobre temas específicos, como las realizadas durante el ciclo evaluado.		
Management Response			Accepted		
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6.1	The CO will follow-up and continue to promote joint initiatives with UN agencies in order to enhance impacts on common issues.	December 21,2018	Representative, PMU, Programme area	January 29,2014	
				January 27,2014	
Recommendation 7			Desarrollar una estrategia sistemática de fortalecimiento de capacidades institucionales de gobiernos locales en los temas de competencia e interés de la OP.		
Management Response			Accepted		
Comments			Recommendations associated to programme		

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7.1	The CO is working closely with CONAPO and the Ministry of Health in order to generate a strategy to develop capacities of state Government entities for this programme cycle and the next one.	June 30,2014	Programme area, PMU	January 27,2014	
7.2	In the next Programme cycle 2014-2018, the CO will work closely with national and state Governments and academic institutions, as well as civil society organizations, in order to enhance capacity building and development strategies.	December 21,2018	Representative, PMU, Programme area	January 27,2014	
Recommendation 8			Diseñar y garantizar una estrategia sistemática de transferencia y gestión de conocimiento y apropiación entre los actores involucrados.		
Management Response			Accepted		
Comments			Recommendations associated to programme		

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8.1	The CO will establish mechanisms with strategic and implementing partners for knowledge and experience sharing, as well as the systematization and dissemination of products.	June 30,2014	PMU, Programme area	January 27,2014	
Recommendation 9			Es necesario evaluar las capacidades técnicas de los socios implementadores al inicio del Programa, para poder ajustar sus necesidades con los requerimientos programáticos para la implementación de los proyectos y que puedan cumplir en tiempo y forma con las actividades y procesos planeados.		
Management Response			Accepted		
Comments			Recommendations associated to programme		

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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9.1	The CO is mapping key implementing and strategic partners for the next programme cycle and will make an assessment on their technical, operative and management capacities.	August 29,2014	PMU, Programme area	January 27,2014	
Recommendation 10			Definir la focalización geográfica, temática y de población objetivo desde el inicio del programa, al mismo tiempo que dejar una cierta flexibilidad para atender temas emergentes o cambios en el contexto del país.		
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10.1	The CO has defined priorities to focus on geographic, thematic and target population interventions under the next CP, jointly with main strategic partners. The strategies will be clearly stated in the CPAP.	February 28,2014	Representative, PMU, Programme area	January 27,2014	
Recommendation 11			UNFPA debe jugar un papel más activo para fortalecer los esfuerzos de análisis y diálogo político conducentes a actualizar la agenda pública en temas prioritarios.		
Management Response			Accepted		
Comments			Recommendations associated to programme		

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11.1	UNFPA will continue promoting and strengthening interaction with Government institutions at the federal, state and municipal levels, as well as with legislative commissions and CSOs, in order to strengthen the consideration of key ICPD issues in the national agenda.	December 21,2018	Representative, PMU, Programme area	January 27,2014	
Recommendation 12			Desarrollar una metodología para la aplicación de una perspectiva de género, derechos humanos, juventudes e interculturalidad.		
Management Response			Accepted		
Comments			Recommendations associated with cross-cutting issues		

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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12.1	The CO will use current methodologies and design strategies in order to apply a culturally sensitive, gender-responsive, human rights-based approach to programming.	August 29,2014	Representative, PMU, Programme area	January 27,2014	
Recommendation 13			Continuar con el desarrollo de capacidades del personal de la OP y socios implementadores para incorporar la perspectiva de género, derechos humanos, juventudes e interculturalidad en la programación.		
Management Response			Accepted		
Comments			Recommendations associated with cross-cutting issues.		
No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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13.1	The above-mentioned strategy will include capacity-development activities addressed to UNFPA personnel, strategic and implementing partners.	December 26,2014	Representative, PMU, Programme area	January 27,2014	

Recomendation 14		Continuar, extender e institucionalizar la gestión basada en resultados y una cultura de evaluación, tanto en la OP como entre las contrapartes y socios estratégicos.									
Management Response		Accepted									
Comments		Recommendations associated with cross-cutting issues									
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Status	Comments										
January 29,2014											
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14.1		The CO will assess the responsibilities of the post in charge of RBM and M&E issues at the CO. This will facilitate the promotion of RBM and an evaluation culture both within the CO and among strategic and implementing partners.	March 31,2014	Representative, Assistant Representative, Administration	<table border="1"> <tbody> <tr> <td>January 29,2014</td> <td></td> </tr> <tr> <td>January 27,2014</td> <td></td> </tr> </tbody> </table>	January 29,2014		January 27,2014			
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14.2		As part of the learning and training activities, the CO will promote the need to institutionalize RBM and an evaluation culture among partners.	December 26,2014	PMU, Programme area	<table border="1"> <tbody> <tr> <td>January 27,2014</td> <td></td> </tr> <tr> <td>January 27,2014</td> <td></td> </tr> </tbody> </table>	January 27,2014		January 27,2014			
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14.3		The CO will incorporate RBM planning processes and emphasize on M&E processes and activities in the formulation of the CPAP 2014-2018.	February 28,2014	Representative, PMU, Programme area	<table border="1"> <tbody> <tr> <td>January 29,2014</td> <td></td> </tr> <tr> <td>January 27,2014</td> <td></td> </tr> </tbody> </table>	January 29,2014		January 27,2014			
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Recomendation 15		Fortalecer el monitoreo del Programa en el próximo ciclo para facilitar la toma de decisiones y el análisis del ciclo del Programa.							
Management Response		Accepted							
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	15.1	The CO will promote RBM programming and the systematization of RBM tools and processes addressed to programme and projects.	December 21,2018	PMU, Programme area	<table border="1"> <tr> <td>January 27,2014</td> <td></td> </tr> <tr> <td>January 27,2014</td> <td></td> </tr> </table>	January 27,2014		January 27,2014	
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	15.2	The CO will constantly strengthen its personnel and both strategic and implementing partners on RBM programming.	December 21,2018	PMU, Programme area	<table border="1"> <tr> <td>January 27,2014</td> <td></td> </tr> <tr> <td>January 27,2014</td> <td></td> </tr> </table>	January 27,2014		January 27,2014	
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Recomendation 16		Es necesario contar con recursos humanos y financieros para que el establecimiento de sistemas de seguimiento basados en resultados tenga lugar de manera práctica y efectiva.							
Management Response		Accepted							
Comments		Recommendations associated with cross-cutting issues							

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16.1	As part of the proposal on staffing needs, the CO will assess to hire or relocate the adequate personnel in order to strengthen RBM systems at the CO.	June 30,2014	Representative, Assistant Representative, Administration	January 27,2014	
				January 27,2014	
16.2	The CO will allocate adequate programme resources, both regular and other, to M&E activities in the next programme cycle.	March 31,2014	Representative, PMU, Programme area	January 27,2014	
Recommendation 17			Identificar aspectos específicos de colaboración sur-sur en la región tanto a partir de las capacidades cuyo desarrollo o fortalecimiento son resultado de las acciones de la OP como de las propias del país		
Management Response			Accepted		
Comments			Recommendations associated with cross-cutting issues		

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17.1	The CO will prepare a SSC strategy, following UNFPA's corporate and regional strategies. It will work this closely with the MoFA, Government strategic partners and other UN agencies.	June 30,2014	Representative, PMU, Programme area, LACRO	January 27,2014	