



United Nations Population Fund

UNFPA Management Response to Evaluation

Country, Region or HQ Division/Unit that Commissioned the Evaluation	Viet Nam-ASIA
Evaluation Title	Evaluation of the UNFPA 8th Country Programme of
Year of the Evaluation	2015
Type / Focus Area of Evaluation	CountryProgEval
MR Submission Date	December 19, 2016
Approved By	
Evaluation Manager	Hong Nguyen Xuan,NPO,Viet Nam

General Management Response

According to UNFPA's Evaluation Policy (2013), the country programme evaluation (CPE) was conducted by an independent evaluation team from IOD PARC. The CPE was conducted from July 2015 to Feb 2016, and managed by the Viet Nam country office (CO) with technical advice from UNFPA/APRO and UNFPA/HQ/EO. The CPE report was rated at 'Good' in the quality assessment by UNFPA/HQ/EO.

The conclusions and recommendations of the CPE report as well as lessons learned from the process of conducting the CPE serve as a basis for preparation of the new country programme. The CO reviewed CPE report and accepted/agreed with all six recommendations and has already started to take actions to implement some of the recommendations.

Note: M&E adviser of UNFPA/APRO (Nanthi) provided his technical comments, Deputy representative (Ritsu) finalized this CPE management response.

Recommendations

Recommendation 1 : Recommendation 1: Address the gap between policy and implementation in concert with stakeholders.

[The challenges are wide ranging including: systemic vertical and horizontal issues, capacity and resource deficits; bottlenecks; and significant gaps in the infrastructure in terms of service delivery which require long term investment of numerous sectors. UNFPA should review its strategic and operational planning with its key UN partners to consider the ‘whole-sector’ approach needed to address the policy-implementation gap, which includes working with the Government, UN partners, donors, and all development partners.]

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 1.1. In consultation with the government, CO included this recommendation of CPE in the Part II (past cooperation and lessons learned) of a draft of the new CPD.	July 01,2016	SMT of CO Viet Nam	December 18,2016,Completed	In developing the CPD for a new country programme, this action was implemented by CO. The CPD of a new country programme (CP9) was approved in September 2016.
2. 1.2 CO to discuss with partners to address the Gap between policy and implementation as strategic interventions, implementation and monitoring in the time period 2017 – 2021 (this will be reflected in the SDP).	December 30,2016	SMT and POs of CO Viet Nam	December 18,2016,Completed	The SDP was disseminated in the orientation workshop to all national stakeholders of a new CP9, Nov. 2016. The SDP was finalized after this workshop as a key document of UNFPA/CO and national partners.

Recommendation 2 : Recommendation 2: Ensure clarity of approach and purpose in the next programme cycle.

[The UNFPA Country Office should review and define what the modalities expected of it for the next programme cycle mean for its practice in Viet Nam's context. This includes an explicit recognition that the global UNFPA strategy requires adaptation for the national context, and the definitions, activities, assumptions and risks inherent in it require considerable rethinking based on actual circumstances]

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 2.1. CO to work with Government partners, CSOs/NGOs to develop a SDP and subsequent programming instruments (Detailed Project Outlines and annual/biennial work plans) with clearer strategies and approaches	December 30,2016	SMT and POs of CO Viet Nam	December 18,2016,Completed	This Strategic Direction Paper (SDP) was developed to elaborate the programme design, strategies and management modalities outlined in the 9th country programme document (CPD). Because the CPD is a very high-level document with a limited length, SDP is necessary to further explain the content of the CPD in detail, serving the purpose of the Country Programme Action Plan (CPAP), which is not mandatory for Delivering as One countries. The development of the paper was undertaken in close consultation with the Government Aid Coordination Agencies (GACA).

Recommendation 3 : Recommendation 3: Revise the approach to monitoring.

[UNFPA should invest in re-visioning its approaches to achieving outcomes that moves away from a project-based approach. Along with this, reconsideration is required in regards to the monitoring approach for Viet Nam’s context and UNFPA’s increased emphasis on policy dialogue, and what this means for measuring indicators and outcomes, rather than outputs.]

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 3.1. CO to develop a new monitoring approach focus on policy change, policy advocacy to track the progress toward expected CP9 results and related SDG indicators to ICPD	February 28,2017	SMT and M&E officer of CO Viet Nam	August 02,2018,Completed	With M&E experiences of CP8 and in DaO context, a new monitoring approach focus on policy change, policy advocacy to track the progress toward expected CP9 results is developed for CO Viet Nam.
			October 17,2017,Completed	With M&E experiences of CP8 and in DaO context, a new monitoring approach focus on policy change, policy advocacy to track the progress toward expected CP9 results is developed for CO Viet Nam (CP9D)
			December 18,2016,On Schedule	With M&E experiences of CP8 and in DaO context, a new monitoring approach focus on policy change, policy advocacy to track the progress toward expected CP9 results will be develop for CO Viet Nam.

2. 3.2. CO to develop a monitoring/tracking tool or programme monitoring system to ensure a results based approach in CP9 as well as to increase emphasis on policy dialogue/advocacy. Once the tool or system is in place, a training workshop to develop staff capacity in measuring policy advocacy results will be conducted.	July 31,2017	SMT and M&E officer of CO Viet Nam	August 02,2018,Completed	CO will develop a tracking system (web-based tool) for CO staff to ensure a results based approach in CP9 as well as to increase emphasis on policy dialogue/advocacy.
			October 17,2017,Completed	CO developed a tracking system (CP9D, a web-based tool) for CO staff to ensure a results based approach in CP9 as well as to increase emphasis on policy dialogue/advocacy.
			December 18,2016,On Schedule	CO will develop a tracking system (web-based tool) for CO staff to ensure a results based approach in CP9 as well as to increase emphasis on policy dialogue/advocacy.

Recommendation 4 : Recommendation 4: Maintain and build on focussed and important areas of expertise.

[UNFPA should build on its established expertise and reputation in terms of focussing on complex and sensitive issues that other organisations and agencies are not equipped to respond to, such as SRB imbalance and adolescent SRH. UNFPA can also build on its other comparative advantages such as its expertise in population dynamics data.]

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 4.1 The CO to develop a SDP, which highlights the comparative advantages of UNFPA and how its strengths can be utilized in addressing the relevant issues.	August 30,2016	SMT of CO Viet Nam	December 19,2016,Completed	CO identified 09 issues as 09 focus areas for strategic interventions in next five years (2017 - 2021).

2. 4.2 The CO to ensure that Detailed Project Outlines and annual/biennial work plans also build on its comparative advantages.	December 31,2016	SMT and POs of CO Viet Nam	August 02,2018,Completed	UNFPA and the Government (MPI) organised two day workshop on CP9 orientation for identified NIPs, CIPs, PPs in order to make all the parties on the same page about the CP's strategic directions and its key focus areas and expected results. After this workshop, CO is working with the national implementing partners to develop the Detailed Project Outlines and Biennial work plans (2017-2021)
			December 19,2016,Completed	UNFPA and the Government (MPI) organised two day workshop on CP9 orientation for identified NIPs, CIPs, PPs in order to make all the parties on the same page about the CP's strategic directions and its key focus areas and expected results. After this workshop, CO is working with the national implementing partners to develop the Detailed Project Outlines and Biennial work plans (2017-2021)

Recommendation 5 : Recommendation 5: Widen spheres of influence and develop a stakeholder or partnership strategy.

[UNFPA is in a strong position to redefine its alignment objectives with that of the development needs of the country, and therefore bring more diverse views on emerging and/or under-represented needs (especially where there are disparities) to policy influencing. Accordingly, UNFPA's definition and mapping of stakeholders needs to diversify and broaden, and synergies with a wider group of partners have the potential to contribute to its thematic objectives].

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments

1. 5.1 CO to develop a partnership strategy for CP9, 2017 – 2021. This strategy is a supporting document in submission of a new CPD. The partnership strategy will reflect the development needs of the country and policy influence from CP9	June 30,2016	SMT of CO Viet Nam	December 19,2016,Completed	CO developed the partnership strategy that reflected the development needs of the country and policy influence. This strategy was submitted as a supporting document of CPD9.
2. 5.2 The CO to effectively broker South-South and North-South cooperation and identify further opportunities to work with the private sector. Both actions are to leverage other actors to deliver on results jointly.	December 31,2018	SMT and POs of CO Viet Nam	July 26,2018,Completed	
			October 17,2017,On Schedule	Study - tours conducted for the Governmental officials, including GSO/MPI (population census), MOLISA (Gender Equality), MOHA (Youth Development).
			December 19,2016,On Schedule	on going

Recommendation 6 : Recommendation 6: Take a longer term view and assessment to inform intermediate planning.

[UNFPA should consider informing its strategic planning in with a much more long term view on the development trajectory of Viet Nam, in order to inform the intermediate steps that should be a priority in the next cycle. By imagining a long term future without the need for UNFPA, it is possible to begin identifying where UNFPA can invest in institutions, organizations and functions now which have long term capacity implications for the future.]

Management Response : Accepted

Key Actions :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments

1. 6.1 The CO will integrate long-term thinking and sustainability of the CP results in the preparation for the new CPD and subsequent programming documents.	December 31,2016	SMT and POs of CO Viet Nam	August 02,2018,Completed	CO conducted the staff retreat and consultation meetings with national partners on the major achievements, challenges and transitional issues from CPs 5 to 8 (the 20-year period), and used the collective reflection to project the work of the CO in the coming years that reflected in SDP.
			December 19,2016,Completed	CO conducted the staff retreat and consultation meetings with national partners on the major achievements, challenges and transitional issues from CPs 5 to 8 (the 20-year period), and used the collective reflection to project the work of the CO in the coming years that reflected in SDP.