

UNFPA Management Response to Evaluation

MANAGEMENT RESPONSE	
Country, Region or HQ division/unit that commissioned the evaluation	Turkmenistan-EECA
Evaluation Title	Country Programme Evaluation (CPE) Turkmenistan 2010-2015
Year of the evaluation	2015
Type and/or focus area of evaluation	CountryProgEval
MR submission date	June 17, 2015
Approved By	
Evaluation Manager	Kemal GOSHLIYEV,NPO,Turkmenistan

<p>General Management Response</p>	<p>Management response includes key actions to implement the following recommendations: At strategic level: More coordinated planning and implementation; and human resource strengthening would be needed to fully meet the Country Office role in upstream advocacy. This requires UNFPA to shift from direct provision of support to playing more of a brokering role, which often entails building relationships at national and regional levels with academic institutions, think-tanks, and other civil society partners. This shift also will require a change in mindset as well as some adjustments to the skill sets possessed by UNFPA staff. Key priority would be to identify bottlenecks and support relevant institutions to make data accessible and available.</p> <p>At programmatic level: A detailed illustration of theory of change with baseline data and SMART indicators are recommended for results based management and to help with contributory analysis and/or impact assessments in the future. Strengthen the integration of programme components to increase the impact and sustainability of programme results. A systematic follow up will be necessary to achieve long-term benefits. An integrated approach to the programme implementation to be adopted for enhancing effectiveness, efficiency and sustainability. Significant attention is required to ensure that baseline data, including sex-disaggregated data, are collected before the new cycle activities to support establishing unified monitoring system that can be applied at national level. Develop strategic approaches to change social and cultural norms where taboos, traditional values, and perception of general public continue to be a hindrance to the quality improvement in people's lives.</p>
---	---

RECOMMENDATIONS

Recomendation 1		Undertake a Capacity Assessment of the Country Office to strengthen the human resource capacity to meet the change in focus on upstream advocacy.				
Management Response		Accepted				
Comments						
	No.	Key Action(s)	Deadline	Respo nsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
					Status	Comments
	1.1	Conduct an assessment of staffing and staff skill set for the new country programme	October 30,2015	CO manag ement, RO HR Strateg ic Partner	June 24,2015 June 17,2015	
	1.2	Prepare organization chart based on staffing requirement	November 26,2015	CO manag ement, RO HR Strateg ic partner	June 17,2015	
	1.3	Secure approval of new organization chart by RO and DHR	December 24,2015	CO manag ement	June 17,2015	
Recomendation 2		Continue institutional capacity development with clear sustainable strategies.				
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
2.1	To include institutional capacity development interventions in new CPD with a focus on supporting system development and sustainability aspect.	March 18,2015	CO programme staff	June 17,2015	
2.2	To include in new CPD qualitative and sex disaggregated indicators for measuring institutional development interventions.	March 23,2015	CO Program staff	June 17,2015	
Recommendation 3			CP4 to focus on advocating for and following-up on the implementation of the laws and policies		
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
3.1	Include the output on advocacy for implementation of the list of laws and policies into the Advocacy Strategy for 2016-2020.	March 23,2016	Advocacy Communication Associate (ACA); Assistant Representative (AR)	June 17,2015	
Recommendation 4			More coordination in planning and implementation within UNCT when same implementing partners are involved to enhance efficiency and effectiveness.		
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
4.1	Chair and lead the UNCT Thematic Group on Human Rights and Gender.	December 30,2015	AR	June 17,2015	

Recomendation 5		Continue the current approach to working and further strengthen UNFPA visibility at upstream level in its advocacy role for advancing the ICPD agenda.											
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) <table border="1"> <thead> <tr> <th>Status</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>June 17,2015</td> <td></td> </tr> <tr> <td>June 24,2015 June 17,2015</td> <td></td> </tr> <tr> <td>June 24,2015 June 17,2015</td> <td></td> </tr> </tbody> </table>	Status	Comments	June 17,2015		June 24,2015 June 17,2015		June 24,2015 June 17,2015	
Status	Comments												
June 17,2015													
June 24,2015 June 17,2015													
June 24,2015 June 17,2015													
	5.1	Develop and finalize the Advocacy Strategy on advancing ICPD agenda in the country	March 30,2016	ACA; AR									
	5.2	Include outputs in the Advocacy strategy on integration of the Sustainable Development Goals and ICPD B14 in the national development programmes.	March 30,2016	ACA, AR									
	5.3	Include outputs in the Advocacy Strategy, on which advocacy efforts and support from the Regional Office will be required.	March 29,2016	ACA; AR									
Recomendation 6		Develop clear program logic (theory of change) for the CP4 interventions and make the linkages to UNDAF explicit.											
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
6.1	In consultation with key stakeholders, review UNFPA global and national priorities , CPE findings and identify a strategic vision for new CPD.	March 23,2015	CO program staff	June 17,2015	
6.2	Identify the outcome hierarchy, including long term and short term outcomes, outputs, and activities as well reviewing assumptions.	March 16,2015	CO programme staff	June 17,2015	
6.3	Develop M&E plan with clear indicators.	March 16,2016	CO programme staff	June 17,2015	
Recomendation 7			Population and Development Strategic interventions to make data accessible and available.		
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
7.1	Include activities with indicators on improving data availability and accessibility to the CO Advocacy Strategy.	March 22,2016	AR; NPA on PD& Gender ; ACA	June 24,2015	
				June 24,2015	
				June 17,2015	
7.2	Develop the project with a component on advocating for data availability to monitor the progress of development strategies.	December 21,2016	AR; NPA on PD& Gender	June 24,2015	
				June 24,2015	
				June 24,2015	
				June 17,2015	
Recomendation 8			Technical and advisory support to SCS and the Academy (due to the focus on upstream advocacy in CP4, Country Office to discuss in detail the prioritization of the list given below).		
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
8.1	Identify strategic priorities and specific needs of SSC and the Academy of Civil Service in technical and advisory support in consultation with key stakeholders and reflect them in the new CPD.	March 17,2015	AR; NPA on PD&G	June 24,2015	
				June 24,2015	
				June 17,2015	
8.2	Include technical assistance and advisory support in policy development on evidence-based analysis of population dynamics, reproductive health and rights, adolescents and youth and gender equality to the CPAP 2016-2020.	March 21,2016	AR; NPA on PD&G	June 24,2015	
				June 17,2015	
Recommendation 9			Reproductive Health Technical assistance and advisory support to MoH MI (due to the focus on upstream advocacy in CP4, Country Office to discuss in detail the prioritization of the list given below).		
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
9.1	Reflect strategic priorities and specific needs of MoHMI in technical and advisory support in the area of SRH in the new CPD	March 23,2015	RH NPO; AR	June 24,2015	
				June 17,2015	
9.2	Include advisory support in integrated quality RH services and quality improvement of maternal health with focus on midwifery education to the CPAP 2016-2020 .	March 17,2016	RH NPO, AR	June 24,2015	
				June 17,2015	
9.3	Adopt the tools for quality improvement in FP, EmOC and antenatal care for national working groups on monitoring.	December 11,2016	RH NPO	June 24,2015	
				June 17,2015	
				June 17,2015	
9.4	To develop the set of indicators for proper monitoring of implementation of the newly developed clinical protocols.	October 19,2016	RH NPO	June 17,2015	
Recommendation 10			Strengthen midwifery and neonatal nurse force.		
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
10.1	Develop midwifery education materials in line with recommendations of ICM (International Confederation of Midwives) and WHO.	July 20,2016	RH NPO	June 24,2015	
				June 17,2015	
10.2	Develop midwifery workforce regulations in line with recommendations of ICM (International Confederation of Midwives) and WHO.	March 20,2018	RH NPO	June 24,2015	
				June 17,2015	
Recommendation 11			SRH Education & Youth Continue current programme with a phasing out plan on Country Office engagement at programme implementation level, focusing more on advocacy and strategic level.		
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
11.1	Include a separate output on SRH education with key messages to the CO Advocacy Strategy.	March 07,2016	ACA; SRH Education manager; RH NPO; AR	June 24,2015	
				June 17,2015	
11.2	Prepare the Partnership Plan as part of the Advocacy Strategy, which includes relevant UN agencies, national and development partners who have experience and expertise in SRH education and Youth programmes.	March 28,2016	ACA; SRH Education manager; RH NPO; AR	June 17,2015	
11.3	Develop monitoring tools for the implementation of SRH education standards and certification of teachers.	May 08,2017	RH NPO, SRH Education project manager	June 24,2015	
				June 17,2015	
Recommendation 12			Gender Equality More advocacy work against GBV as well as on male involvement in GBV prevention and response to be included in the CP.		
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
	12.1	Include GBV prevention and male involvement in the CPD.	March 10,2015	NPO PD&G; AR	June 24,2015 June 17,2015	
	12.2	Develop a Comprehensive CO Strategy on GBV prevention.	December 24,2016	NPO PD&G; AR	June 17,2015	
	12.3	Include an output on GBV prevention in CO Advocacy Strategy.	March 12,2016	NPO PD&G; AR	June 17,2015	
Recomendation 13				Intensify the RM efforts with Government of Turkmenistan.		
Management Response				Partially Accepted		
Comments				<p>The CPE report Recomendation #13 is To Intensify the RM efforts with donors outside of Turkmenistan.</p> <p>This recomendation is rephrased and is partially accepted as Turkmenistan is the upper middle-income country and not in a priority list of donors. Instead advocacy with Government of Turkmenistan for increased state investments in SRH and population development issues should be reinforced.</p>		

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
				Status	Comments
13.1	Develop Country Office Advocacy Strategy with Partnership Plan and Resource Mobilization Strategy aimed at advocating for increased state investments in SRH and population development issues.	March 15,2016	ACA; AR	June 17,2015	
Recomendation 14			To adopt the global UNFPA communication strategy to Turkmenistan context with clear objectives, indicators and yearly action plans		
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
14.1	Conduct desk review and focus group discussions to establish a baseline for the CO Communication strategy.	March 24,2016	ACA	June 17,2015	
14.2	Include external stakeholders mapping, key messages, potential supporters among journalists, counterparts, community leaders, public figures, etc. to the Communication Strategy.	March 10,2016	ACA; AR	June 24,2015 June 17,2015	
14.3	Include Communication Action Plans with activities and indicators on promoting UNFPA mandate and ICPD agenda through external communication to the UNFPA Communication Strategy.	March 22,2016	ACA	June 24,2015 June 17,2015	
14.4	Include activities on documenting “good practice notes” and “lessons to be shared” to the Communication Action Plan to enhance UNFPA visibility in the country.	March 28,2016	ACA	June 24,2015 June 17,2015	
Recommendation 15			Country Office to support establishing a unified monitoring system that can be applied at national level		

Management Response				Partially Accepted		
Comments				Recommendation is partially accepted assuming that it applies to strengthening CO M&E database.		
	No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
					Status	Comments
	15.1	Develop financial data monitoring indicators for the Country Office M&E data base.	February 16,2015	Program staff	June 24,2015	
					June 17,2015	
	15.2	Conduct an evaluability assessment for each outcome, within the new CPD.	December 23,2015	Programme staff	June 24,2015	
					June 17,2015	
Recomendation 16				Identify and establish a partnership strategy with NGOs (or local community organizations)		
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
16.1	Develop Country Office Partnership Plan, jointly with IPs, to engage with CSOs around the main outcome areas.	March 22,2016	ACA; AR	June 17,2015	
16.2	Include cooperation with academic institutions, think-tanks, and civil society partners at at regional level to the CO Partnership Plan.	March 30,2016	AR; ACA	June 24,2015	
				June 17,2015	