UNFPA Management Response to Evaluation

MANAGEMENT RESPONSE	
Country, Region or HQ division/unit that commissioned the evaluation	EECA Regional Office-EECA
Evaluation Title	Evaluation of the UNFPA's Eastern Europe and Central Asia Regional Program 2008-2012
Year of the evaluation	2013
Type and/or focus area of evaluation	Regional
MR submission date	November 19, 2013
Approved By	
Evaluation Manager	Mahbub Alam,Advisor,EECA Regional Office
General Management Response	1. The comprehensiveness of the evaluation demonstrates the commitment of EECARO to full transparency and to continued improvement of its interventions. The evaluation provides valuable insights and directs management's attention towards focused actions to improve the functioning of the regional programme (RP). 2. It should however to be noted that the evaluation does not fully capture important changes in programme design and implementation which were introduced after the mid-term evaluation of the RP in 2012 and 2013. EECARO has started implementing the mid-term evaluation recommendations where possible and has since strengthened its own profile, its human resource base and moved further to attain tangible results and impact. In addition, the evaluation attributes to the RP certain issues that are determined by corporate policies and approaches and need to be addressed at the corporate level (e.g. regarding recommendation 3 on the results chain or recommendation 6 on DaO).

RECOMMENDATIONS

Recomendation 1	Recommendation 1: EECARO's priorities should be reviewed and the scope of its activities reduced. EECARO's activities should be limited to those issues in which it can achieve a meaningful and measurable impact in a timely manner.
Management Response	Accepted
Comments	Management is already implementing this through the development of the regional programme action plan (RPAP) for 2014-17 in consultation with country offices and HQ units.

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	Development of the RPAP 2014-17 including review of priorities	December 31,2013	Team Coordinator/Programme Team	September 30,2013	
				October 01,2013	
1.2	Establishment of a process to develop more focused AWPs aligned with RPAP 2014-17	March 31,2014	Team Coordinator/Programme Team	September 30,2013	
				October 01,2013	

Recomendation 2	EECARO should develop a strategy and a long-term vision for its efforts to strengthen and sustain regional and national capacity. The strategy should (a) be demand driven; (b) be tailored to the needs of the specific institutions to be strengthened; (c) be based on a rigorous and comprehensive assessment of institutional and organizational gaps and needs; (d) identify clear, specific, and measurable goals for EECARO's efforts to strengthen capacity; and (e) match EECARO's interventions with the gaps and needs identified in the institutions and implementing partners with which EECARO chooses to work.
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	Development of a regional capacity building strategy with specific and measurable goals,	December 31,2014	Team Coordinator/Prorgamme Team	September 30,2013	
				October 01,2013	
				October 01,2013	
2.2	Define roles, responsibilities, labor division and synergies in capacity development efforts among UNFPA country offices and regional office	December 31,2014	Team Coordinator/Programme Team	October 01,2013	
				October 01,2013	
				October 01,2013	
2.3	Assessment of regional implementing partners using IPCAT tool on a regular basis.	December 31,2013	M&E Adviser/Programme Team	October 01,2013	
				October 01,2013	
2.4	Ensure that regional program initiative or activity has a clear capacity development and sustainability roadmap at the design stage and throughout the implementation.	December 31,2014	Team Coordinator/Programme Team	October 01,2013	
				October 01,2013	
				October 01,2013	

Recomendation 3	EECARO could benefit from strengthened results chains to ensure a credible and logical relationship between activities and outputs and between outputs and outcomes.

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	Management is implementing this recommendation through the development of a robust results framework for the RPAP 2014-17.	December 31,2013	M&E Adviser /Programme Team	October 01,2013	
					October 01,2013	
					October 01,2013	
	3.2	EECARO will establish baselines and annual targets against each indicator and will keep track of programme performance.	December 31,2013	M&E Adviser /Programme Team	October 01,2013	
					October 01,2013	

Recomendation 4	EECARO should consider how best to use the sub-regional office (SRO) and ensure clarity in its roles and responsibilities. The parallel activities of both offices bring into question the relevance of the current blurred division of labor.
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	Management will further clarify TORs, roles and responsibilities of staff in the regional and sub-regional offices and will inform country offices in the region.	June 30,2014	RD/Managment Team	October 01,2013	
				October 01,2013	

Recomendation 5	EECARO should explore means to ensure that the full work potential of staff members is used to increase their efficiency and effectiveness. EECARO could also usefully consider the proportion of time that its professional staff devotes to regional issues versus support for country offices in order to maximize the achievement of EECARO's priorities.
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**
5.1	EECARO will proactively engage in the global talent management initiative and train staff to realize their full potential, including the leadership training in 2013.	December 31,2014	RD/Management Team	October 01,2013	
				October 01,2013	
5.2	EECARO will conduct an assessment/mapping of regional and country office skills and undertake an initiative to minimize skill gaps.	December 31,2014	Team Coordinator/Programme Team	October 01,2013	
				October 01,2013	
5.3	EECARO will carefully review time commitment of its professional staff at least on a half-yearly basis (during PAD review), and increase time devoted to CO support.	December 31,2014	RD/SRO Director	October 01,2013	
				October 01,2013	

Recomendation 6	It is recommended that the regional office position itself vis-à-vis (a) the implementation of UN Delivering as One, which may be extended to additional countries in the region, and (b) the possible phasing out of countries that are increasingly likely to be within the zone of influence of the European Union.
Management Response	Partially Accepted
Comments	Decisions on phasing out are made by countries themselves, the ED and/or by the Executive Board. They are beyond EECARO management decision.

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	EECARO management will fully engaged in UN Delivering as One and will support countries in UNDAF and joint programme development.	December 31,2014	Team Coordinator/UNDAF Support Team	October 01,2013	
				October 01,2013	
				October 01,2013	
6.2	RO has already developed a strategy to support middle income countries	December 31,2013	RD/Programme Team	October 01,2013	
				October 01,2013	
				October 01,2013	
6.3	RO is in the process of developing modalities to work with countries where aid has phased out (Romania, Bulgaria, and Russia) which will be finalized in 2014	December 31,2014	Partnership Adviser /Programme Team	October 01,2013	
				October 01,2013	
				October 01,2013	

Recomendation 7	The resource mobilization strategy should be updated and revised, particularly in regard to enhanced collaboration with the European Union and UNFPA's office in Brussels. EECARO may wish to consider an approach that identifies the issues that these donors are willing to fund and then to focus on these activities. Common understanding of and shared responsibility for resource mobilization by the staff of EECARO and country offices should be ensured.
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	EECARO will revise its resource mobilization strategy including strengthening UNFPA position with European Union, accessing neighbourhood and development policies.	December 31,2014	RD/Resource Mobilization Adviser	October 01,2013	
				October 01,2013	
				October 01,2013	
7.2	EECARO will map and engage with the private sector (including foundations) to diversify its resource base.	December 31,2013	RD/RM Adviser	October 01,2013	
				October 01,2013	
7.3	EECARO will further develop its collaboration with emerging and potential donors in the region, building on initial success in resource mobilization with such donors and Russia and Kazakhstan.	December 31,2013	RD/RM Adviser	October 01,2013	
				October 01,2013	

Recomendation 8	In selecting implementing partners, with the exception of partners that are deemed to be unique and strategic, invitations for proposals should be used in every instance possible, thus encouraging competition and the opportunity for improved efficiency. EECARO should have a clear and explicit exit strategy for all IPs; this strategy should be developed and shared with them.

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	EECARO has already introduced selection of partners through invitation for proposals (except for "unique strategic partners" and will continue this in the future.	December 31,2013	Team Coordinator/Programme Team	October 01,2013	
					October 01,2013	
	8.2	EECARO will revise its partnership strategy, including exit/engagement modalities and share it with IP's.	June 30,2014	Partnership Adviser/Programme Team	October 01,2013	
					October 01,2013	