

UNFPA Management response	UNFPA Country Programme Evaluation Lebanon (2010-2014)
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Note: The following management response lists the recommendations as they appear in the evaluation report. Please refer to the report for more details on each recommendation. Recommendations may be organized by clusters, e.g.: strategic recommendations, recommendations associated with the country programme. Within each cluster, recommendations should be ranked by priority levels (High, Medium, Low).

Instructions for completing the management response:

1. Boxes in white to be completed upon receiving the present request
2. Boxes in grey to be completed one year later.

Cluster 1: Global recommendations				
Recommendation 1	To UNFPA Country Office		Priority level: Medium	
<p>UNFPA should continue adjusting its interventions based on the regular conduct of needs assessments and a participative approach. UNFPA should build upon this approach to seek to establish closer links with the grassroots level.</p> <ul style="list-style-type: none"> ▪ Continue to pursue positively evaluated strategic options: <ul style="list-style-type: none"> ○ Focus on vulnerable populations and young people through advocating for their reproductive health needs, defining priorities and continuing to support strategies aiming at improving the access of these particular groups to reproductive health services. ○ Support the NCLW in strengthening its advocacy and strategic and execution capacities, for the full implementation of the Action Plan of the National women strategy and its follow-up ○ Support initiatives that strengthen the linkages between NCLW and grassroots NGOs and activists on gender-related issues. ○ Support the NCEA to adopt an ageing policy for Lebanon, with the same main focus on institutions for the elderly, mostly vulnerable widowed women. ▪ Increase advocacy work : <ul style="list-style-type: none"> ○ With ministers and members of parliament to strengthen the mandate and financing of the NCLW and the gender focal points system to enable it to address specific high-priority issues, such as Gender Based Violence (GBV). ○ For enlarging the membership of the NCEA towards professionals and representatives of the final beneficiaries. ▪ Support innovative and feasible initiatives for widening the dissemination of the results of UNFPA studies, targeting decision-makers, CSOs and eventually the general public. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 1 in line with national/sectoral priorities, government directives and guidance, overall national context, as well as existing capacities and resources. The CO's support to this recommendation will also take into consideration its designated mode of engagement under the new business model (pink quadrant) capitalizing mainly on advocacy and policy dialogue.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Address relevant recommendations in existing and/or new AWP's	Ongoing	AR + prog staff		
Support NCLW in the full implementation of the national women strategy and its action plan	End 2015	AR + prog staff		
Support defining strategies and priorities aiming at improving the access of vulnerable populations and youths to	End 2015	AR + prog staff		

reproductive health services				
Support the NCLW in strengthening its advocacy and strategic and execution capacities	End 2015	AR + prog staff		
Support the NCEA to adopt an ageing policy for Lebanon, with the same main focus on institutions for the elderly, mostly vulnerable widowed women.	End 2015	AR + prog staff		
Develop dissemination plan for sharing results of UNFPA studies, targeting decision-makers, CSOs and eventually the general public.	End 2015	AR + prog staff		

Recommendation 2	To UNFPA Country Office	Priority level: High
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UNFPA should advocate among stakeholders for increased flexibility in order to address emerging critical issues and the prioritization of the most vulnerable groups among the Syrian refugees based upon assessments of the needs of different communities and settings. UNFPA should address simultaneously the needs of refugees and those of vulnerable groups among the host communities.

- Continue, in collaboration with the other intervening agencies, the mapping process of Syrian displaced groups including the assessment of vulnerability of the different groups.
- Prioritize the most vulnerable groups based upon continuous assessments and target support to specifically address the reproductive health needs of these particular groups.
- Collaborate with other UN agencies to be more flexible in responding to emerging needs and changes of the target population (e.g. to address issues such as the temporary marriages of Syrian refugees; host community concerns, employability issues between hosting and refugees, etc.).
 - Coordinate with ILO, UNHCR and other UN agencies to provide services simultaneously to both the Syrian refugees and the Lebanese host communities e.g. by providing specific job opportunities in a more organized labor force.
 - Encourage other UN agencies to meet regularly at manager level to discuss all emerging issues resulting from the field and to create a unified UN system approach to respond to the crisis.
- Address the emerging issues of survival sex and arranged temporary marriages. This should include advocacy campaigns organized by all NGOs aiming to uncover these issues and address them with immediate interventions in order to support women and families.

Management response - *Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:*

The CO will ensure follow up to Recommendation 2 in line with various humanitarian related frameworks and strategies such as the regional response plan, stabilization roadmap, preparedness and contingency plan as well as other government related strategies. More so, the CO support to this recommendation is also dependent on availability of financial and human resources as well as need to fill any gaps. While the vulnerability assessment will provide guidance for targeting RH interventions, yet in some sectors such as SGBV, the universal principles adopted by the humanitarian community in Lebanon - reiterate that services and referrals can not be targeted as they should be made available to all those in need for them. As for supporting livelihood/employability opportunities, it should be noted that the implementation of this recommendation is governed by the Government position.

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Revise /prioritize interventions (namely RH) based on vulnerability assessment	December 2014	AR + humanitarian team		
Continue intensifying coordination with other UN agencies and stakeholders for responding to emerging needs	Ongoing	AR + humanitarian team		
Ensure addressing emerging issues through existing interventions or new interventions	Ongoing	AR + humanitarian team		

Recommendation 3	To UNFPA Country Office		Priority level: Medium	
<p>Enhance the level and intensity of policy dialogue in the three areas covered by the country programme.</p> <ul style="list-style-type: none"> ▪ Intensify advocacy efforts in order to maintain a high profile for reproductive health on the national agenda through highlighting the needs of vulnerable groups and young people. ▪ Advocate for and strengthen reproductive health within the ongoing accreditation process of health facilities undertaken by the MoPH through reviewing standards with a view to improving the access of vulnerable groups and young people to RH services. ▪ Continue advocating with the government and national partners to maintain gender issues high on the national agenda through a consultative manner bringing together relevant ministries, government (NCLW) and non-government institutions. ▪ Promote the reactivation of the National High Population Committee (NHPC) to support the implementation of population policies, including the translation of policies into implementable programmes, with clear division of roles among national stakeholders. <ul style="list-style-type: none"> ○ Provide technical assistance to the NHPC, including in terms of research and development, and awareness-raising. ▪ Maintain the focus on ageing policy while widening its scope to enhance feasibility and sustainability while identifying other aspects of the ageing policy stated in the NSDS that are consistent with the UNFPA mandate. <ul style="list-style-type: none"> ○ In parallel, focus explicitly on cases of hardship and abuse for women residents of the elderly institutions; increase media coverage while systematically providing perspective with wider issues (pensions, social safety nets, gender). ○ Support pilot accreditation cases of elderly institutions, provided that (i) pilots are not conducted only in wealthier institutions and (ii) the above wider issues are mainstreamed in the pilot cases. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 3 in line with Government priorities and directives as well as availability of resources and capacities. Regarding support and advocacy to accreditation of elderly institutions as well as reactivation of the National Population Committee, the CO's engagement will depend on the Government decision to proceed accordingly.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Incorporate related activities in existing/new AWP	Ongoing	AR /prog staff		
Develop advocacy plan reflecting above priorities	March 2015	AR/ prog staff / media officer		
Promote the reactivation of the National Population Committee (NPC) through TA support	December 2014	AR/prog staff		

Recommendation 4	To UNFPA Country Office		Priority level: Medium	
<p>UNFPA should ensure that a sustainability plan is agreed upon with different stakeholders at the beginning of each project, together with a clear exit strategy. Implementing partners' capacity should be strengthened for the adoption of UNFPA supported interventions.</p> <ul style="list-style-type: none"> ▪ Exit strategies must have tangible components to build capacity of beneficiaries from the onset: conducting specific training workshops on understanding exit strategies, having monthly discussions, etc. in order to involve the beneficiaries to fully understand and implement the exit strategy with the organization. <ul style="list-style-type: none"> ○ In considering exit strategies for interventions in areas of conflict, UNFPA needs to ascertain the real impact of supported interventions and establish flexible mechanisms in order not to cut off its support prior to a thorough examination of the context of the intervention ○ UNFPA should conclude the progressive exit strategy from the P&D project unit for the next country programme by transferring it to MoSA; Consider selecting CSOs as IPs for the interventions of the P&D component. ▪ Continue to strengthen links with related ministries, administrations, commissions and councils (Labor, Public Health, Social Affairs, Education and Higher Education, Central Administration of Statistics, CDR, civil society organization/NGOs and NCLW). ▪ Advocate, with all related UN agencies and national partners on the important role of gender focal points and conduct a comprehensive needs assessment (status, capacity and training needs and gaps), followed by the implementation of capacity development initiatives. ▪ UNFPA needs to further develop a post-training monitoring mechanism to build on the lessons learnt and to create new training programmes accordingly. ▪ Elaborate and implement with related partners an innovative training programme to specifically address the NCLW staff in order to raise their interest in and recognition of the value of work on budgeting and auditing issues for their work. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 4 in line with Government priorities and directives as well as availability of resources and capacities. Regarding progressive exit strategy from the PD project depends on the capacities of MOSA to take over noting its weak capacity. Regarding elaboration and implementation of an innovative training programme for NCLW, this will depend on the CO's mode of engagement under the new business model (pink quadrant) as well as readiness of NCLW to partake in this capacity development initiative.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Develop and adopt exit strategy checklist	January 2015			
Discuss exit strategy plan with existing and new IPs	January 2015			
Ensure that new CPD has a sustainability plan with exit strategy agreed upon with national stakeholders and government	End 2015			
Implement a post training monitoring plan	Ongoing			

Cluster 2: Programme level recommendations				
Recommendation 5		To UNFPA Country Office		Priority level: High
<p>UNFPA country office should use the outcomes of the reproductive health situation analysis in order to reinforce dialogue with the Ministry of Public Health, explore possible areas of collaboration and set clear priorities for UNFPA support in response to the changing context and expressed needs.</p> <ul style="list-style-type: none"> ▪ Ensure that the currently undertaken reproductive health situation analysis provides a comprehensive analysis of the reproductive health context including bottlenecks and gaps with regards to vulnerable groups. ▪ Support the prioritization of the RH needs of the vulnerable groups including young people involving all stakeholders and particularly the national partners. ▪ Ensure that the concerned stakeholders are involved in developing collaborative strategies to address the identified needs whereby responsibilities and commitments are clearly defined. As such, the collaboration with the MoPH should be revisited and redefined based upon a comprehensive analysis of the changing context. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 5 in line with MOPH priorities and directives as well as availability of resources and capacities. It should be noted however that the responsibility for developing collaborative strategies lies with MOPH and not UNFPA as the latter can play a supportive and advocacy role.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Finalize and disseminate findings of RH situation analysis	December 2014	AR + Prog staff		
Support development/ elaboration of prioritization plans and strategies with key stakeholders and partners	March 2015	AR + Prog staff		

Recommendation 6	To UNFPA Country Office		Priority level: High	
<p>Within a context of limited resources, and given the uncertainty with regards to the evolution of the Syrian crisis, UNFPA should refocus its humanitarian response on the needs of the most vulnerable groups.</p> <ul style="list-style-type: none"> ▪ Advocate for ensuring that most vulnerable groups of Syrian refugees are identified and mapped and their needs specifically assessed and prioritized based upon clearly defined criteria. ▪ Based on continuous assessments, support implementing partners to target the vulnerable groups (e.g. those with low education level and economic status) as regards awareness sessions and the distribution of dignity kits. ▪ Increase coordination efforts with the various partners and the MoPH with a view to designing a detailed plan aiming at supporting the selected health facilities to respond to increasing demand for reproductive health services from the continuous influx of refugees. <ul style="list-style-type: none"> ○ Assist the review of referral pathways at the time of childbirth and in case of complications during pregnancy and delivery. ○ Strengthen advocacy efforts among all the stakeholders (UN agencies, NGOs and MoPH) to ensure that the most vulnerable pregnant refugee women have access to free obstetric care. ▪ UNFPA should strengthen its monitoring mechanisms in order to adjust the supply of reproductive health commodities based on needs rather than systematically distributing reproductive health kits to each selected facilities. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 6 in line with various humanitarian related frameworks and strategies such as the regional response plan, stabilization roadmap, preparedness and contingency plan as well as other government related strategies. More so, the CO support to this recommendation is also dependent on availability of financial and human resources as well as need to fill any gaps. While the vulnerability assessment will provide guidance for targeting RH interventions, yet in some sectors such as SGBV, the universal principles adopted by the humanitarian community in Lebanon - reiterate that services and referrals can not be targeted as they should be made available to all those in need for them.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Utilize vulnerability findings and conduct needs assessment to tailor and prioritize interventions	Ongoing	AR + Humanitarian team		
Advocate for revision/update of a detailed RH plan with partners to reflect emerging needs based on the vulnerability assessment	End 2014	AR + Humanitarian team		
Develop and implement a more robust monitoring mechanism including for distribution of RH commodities	End 2014	AR + Humanitarian team		

Recommendation 7	To UNFPA Country Office		Priority level: High	
<p>UNFPA should define a long term and comprehensive strategy in order to streamline interventions aiming at introducing reproductive health in the education system while conducting targeted sensitization interventions with high potential impact.</p> <ul style="list-style-type: none"> • Review the outcomes of the assessment of all the different approaches that were undertaken so far to sensitize young people and to introduce reproductive health education in schools and define their potential for impact. • Facilitate the design of a long term and comprehensive reproductive health and life skills education strategy based upon the assessment of the different approaches with all the concerned stakeholders. • Continue to explore the various options to convey messages to young people that are culturally acceptable while providing clear information on a reproductive health issues. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO partially agree with the Recommendation 7 in line due to the following rationale: a) the government has issued a decree to adopt the RH curriculum supported by UNFPA and this by itself implies commitment for a sustainable medium to long term approach; b) while UNFPA is committed to mainstream the curriculum into curricular and non curricular activities, yet UNFPA is bound to do so in alignment with the revision of the national curriculum led by the Government. Despite these significant drawbacks, the CO is currently supporting innovative approaches to mainstream RH concepts in curricular and extra-curricular.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Continue supporting innovative approaches	Ongoing	Prog staff		
Ensure mainstreaming RH concepts in new national curriculum once revision is completed	Ongoing	Prog staff		

Recommendation 8	To UNFPA Country Office		Priority level: Medium	
<p>UNFPA should engage in advocacy efforts to ensure that the financial implications of the accreditation scheme for institutions for elderly people are adequately addressed.</p> <ul style="list-style-type: none"> ▪ Engage in a scoping study on the investment cost of a rehabilitation programme of institutions for the elderly and on recurrent costs entailed by the revised standards (prioritizing public and charitable organizations); ▪ Undertake a feasibility study of increasing public funding of social schemes related to the ageing policy: such as increased indemnities to vulnerable people living in institutions and pensions; ▪ Advocate beyond government circles (including donors and Lebanese CSOs) for the adjustment of available resources to the needs of decent living conditions for all in elderly institutions. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 8 in line with government priorities and directives. More so, the CO support to this recommendation is also dependent on availability of financial and human resources.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Support undertaking of scoping and feasibility studies	End 2015	AR + prog staff		
Intensify advocacy efforts for resource mobilization in support of older people living conditions in elderly institutions	Ongoing	AR + prog staff		

Recommendation 9	To UNFPA Country Office		Priority level: Medium	
<p>UNFPA should reallocate the budget initially targeted on the Statistical Master Plan to other lines of activities.</p> <ul style="list-style-type: none"> ▪ Address this issue in consultation with other UN agencies (UNDP, UNICEF) and the World Bank. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 9 in line with government priorities and directives. More so, the CO support to this recommendation is also dependent on availability of financial and human resources. More so, the CO support to this recommendation is also dependent on availability of financial and human resources as well as need to fill any gaps.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Advocate with national counterparts for enhancing data collection quality and analysis (i.e. national surveys, etc)	Ongoing	AR+ prog staff		
Support national efforts on data collection and analysis (i.e. PAPFAM, operation research, vital statistics, etc)	Ongoing	AR + prog staff		

Recommendation 10	To UNFPA Country Office		Priority level: Medium	
<p>UNFPA should work with national counterparts for the mainstreaming and operationalization of gender issues in relevant national policies</p> <ul style="list-style-type: none"> ▪ Utilizing its excellent relationship with national counterparts and other UN agencies, UNFPA should increase the provision of expertise and technical assistance to the government in order to mainstream gender into national policies, development frameworks and laws. ▪ UNFPA should continue its advocacy efforts to operationalize the National Women Strategy and its Action Plan, including on gender mainstreaming. ▪ UNFPA should develop mechanisms for the operationalizing the gender mainstreaming component that exists in the Social Development Strategy by translating it to concrete interventions and action plans. ▪ UNFPA should also continue to target adolescents and youth of both genders as agents for change. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 10 in line with government priorities and directives. More so, the CO support to this recommendation is also dependent on availability of financial and human resources.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Ensure provision of technical expertise for mainstreaming gender in national policies, strategies, and plans	Mid 2015	AR + prog staff		
Advocate for operationalizing the national women strategy and its action plan.	Ongoing	AR + prog staff		

Recommendation 11	To UNFPA Country Office		Priority level: High	
<p>UNFPA should build on its work in GBV and continue to move the platform and agenda forward for increased impact and continuity, while holistically addressing gender-based violence through the support to reproductive health services and the enactment and the enforcement of policies and laws.</p> <ul style="list-style-type: none"> ▪ UNFPA should continue its efforts on networking for GBV and reach out to all segments of society such as workers, employers, lawyers, etc. <ul style="list-style-type: none"> ○ Efforts should continue to consolidate UNFPA's networking role ○ The use of various media streams should continue ▪ A particular focus should be made on innovative approaches to reach people in places where confessional structures are strongly influential, who are among the most needy. To do this, UNFPA should continue to focus on its role as a neutral development agency addressing humanitarian needs. ▪ The need for innovative programmes to attract men to use reproductive health services and to address GBV awareness raising sessions should be addressed. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 11 in line with government priorities and directives. More so, the CO support to this recommendation is also dependent on availability of financial and human resources. The CO's support to this recommendation will also take into consideration its designated mode of engagement under the new business model (pink quadrant) capitalizing mainly on advocacy and policy dialogue.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Strengthen networking and coordination mechanism on GBV	Ongoing	AR + prog staff		
Strengthen advocacy efforts with faith based organizations & among others - for better addressing GBV	Mid 2015	AR + prog staff		
Enhance IP capacities for supporting initiatives aiming at engaging men and boys in the fight against violence and RH (against women)	End 2015	AR + prog staff		

Recommendation 12	To UNFPA Country Office		Priority level: Medium	
<p>UNFPA should make more efforts in integrating gender mainstreaming in all interventions of the country programme.</p> <ul style="list-style-type: none"> ▪ When dealing with gender issues, UNFPA needs to continue to adopt a holistic approach, including men, so that men and women are both considered when working both at the policy and the grassroots levels. ▪ UNFPA should improve the gender mainstreaming dimension of the country programme by using specific tools, sensitizing on basic gender concepts, and better reflecting aspects of gender mainstreaming in reporting. <ul style="list-style-type: none"> ○ UNFPA should have a participatory and open dialogue approach with community leaders to understand how to tackle issues of gender and integrate their approaches in Y-Peer interventions. ○ UNFPA should develop research and project ideas specifically targeting men, as well as programmes with the aim to include men as both beneficiaries and allies in gender programmes. ▪ There is a crucial need for effective coordination and collaboration between UNFPA GBV, RH, and Communication staff for further joint work in the field. <ul style="list-style-type: none"> ○ UNFPA should ensure ongoing training for all UNFPA staff in gender mainstreaming, including the corporate course on "Integrating Gender, Human Rights and Culture". The training should be extended to members of the UN Gender Working Group and other partners. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 12 in line with government priorities and directives. More so, the CO support to this recommendation is also dependent on availability of financial and human resources. The CO's support to this recommendation will also take into consideration its designated mode of engagement under the new business model (pink quadrant) capitalizing mainly on advocacy and policy dialogue.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Ensure a holistic approach of gender mainstreaming in next CP	2015-2016	AR + prog staff		
Develop/adopt a tool/checklist for ensuring gender mainstreaming in programming	Ongoing	AR + prog staff		
Sensitize CO on regular basis on gender concepts and mainstreaming in programming and enhance a closer coordination	Ongoing	AR + prog staff		

Recommendation 13	To UNFPA Country Office		Priority level: Medium	
<p>With the opportunity of the future approval of the MTR and the next CPAP, the M&E framework must be fully revised. The various tools dedicated to result-based monitoring should be re-engineered. The staff should be trained accordingly. The evaluation plan should be defined and ring-fenced.</p> <ul style="list-style-type: none"> ▪ CPAP M&E framework should be revisited after MTR approval, anticipating upon the next CPAP; baseline and targets updated; resulting matrix regularly updated and annually commented; ▪ Revisions of AWP should be limited to one or two maximum during implementation in order to allow results-oriented monitoring, with outcome indicators refined or added to each AWP; ▪ Content of standard progress reports should be revised (extended to achievements at outcome level and related SWOT analysis) and Ips trained and followed-up for compliance; annual reviews should be strengthened and systematized for all Ips, likely during a shared event covered by local media in order to increase visibility and advocacy; ▪ The M&E focal point should organize a monthly meeting dedicated to reviewing the M&E results until this is routinely dealt with by UNFPA staff and the Ips. 				
<p>Management response - <i>Please provide your response to the above recommendation. Where recommendations (or parts of) are not accepted, please provide detailed justification. Where accepted, please indicate key actions for implementation:</i></p>				
<p>The CO will ensure follow up to Recommendation 13. As for the recommendation pertaining to Revisions of AWP should be limited to one or two maximum during implementation in order to allow results-oriented monitoring, with outcome indicators refined or added to each AWP, this can be adopted in the next CP cycle. Regarding the recommendation for sharing event covered by local media in order to increase visibility and advocacy, it will depend on IPs (namely gvt) concurrence.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (ongoing or completed)	Comments
Revise CPAP M&E framework	Dec 2014	AR + all staff		
Enhance quality of standard reports	Ongoing	AR + prog staff		
Formalize annual review	Yearly	AR + all staff		
Organize M&E Monthly meetings	Monthly	AR + all staff		
Participation of CO to RBM training workshop	Dec 2014	ASRO		