

<b>UNFPA/UNICEF Management Response</b>	<b>Joint Evaluation UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting: Accelerating Change</b>
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*Note: The following management response lists the recommendations as they appear in the evaluation report. Recommendations are ranked by priority, and arranged in clusters.*

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 after

<b>Cluster 1. Taking the joint programme approach further</b>		
<b>Recommendation No. 1</b>	<b>To Programme Division at UNICEF and Technical Division at UNFPA</b>	<b>Priority: Very high</b>
<p><b>UNFPA and UNICEF should pursue a second phase of the joint programme to sustain the existing positive momentum for change towards FGM/C abandonment. This second phase should entail a set of realistic overall objectives, outcomes and outputs.</b></p>		
<p><b>Rationale</b></p> <p>The joint programme has shown its potential for accelerating existing change towards FGM/C abandonment. While it has contributed to creating a solid basis for the sustainability of many achievements made to date, further support will be needed to sustain the existing positive momentum.</p>		
<p><b>Operational implications</b></p> <ul style="list-style-type: none"> <li>• Maintain the thematic focus on FGM/C to ensure that the complex multi-country initiative is able to maintain sufficient levels of financial resources and technical support.</li> <li>• Ensure that specific targets defined at different levels of results can be achieved within the lifetime of the joint programme.</li> <li>• Develop a set of specific criteria for the selection of participant countries for a second phase. To build on, and ensure sustainability of achievements made to date, these criteria should allow for the inclusion of a significant number of the current 15 programme countries based on their respective appropriateness.</li> </ul>		
<p><b>Management Response :</b></p> <p><b>Accepted.</b> Throughout 2013, UNFPA and UNICEF developed a proposal for a second phase of the Joint Programme based on the 2012 UNGA resolution on Intensifying global efforts for the elimination of female genital mutilations, the findings of the external evaluation of the first phase of the Joint Programme, and a renewed commitment to accelerate the abandonment of FGM/C. In September 2013, the Joint Programme</p>		

Steering Committee approved the second phase of the Joint Programme from 2014 to 2017. Phase 2 aligns with the new Strategic Plans 2014-2017 of both agencies which include the elimination of FGM/C in their respective outcomes and will have a continued focus on acceleration of the elimination of FGM/C, addressing the practice as a human rights violation with strategies sensitive to culture and social norms. To build on and ensure the sustainability of momentum created at national level, the second phase will maintain the current 15 countries and will expand to two additional countries. Special emphasis will be given to consolidate achievements made at the national and community levels, scaling up best practices and strengthen South-South Cooperation. Given its FGM/C prevalence, Nigeria has been added to this second phase while Yemen has been integrated in view of the United Nations General Assembly Resolution 67/146 call to intensify efforts globally. In Phase 2, taking into consideration the diverse stages of development in the abandonment of FGM/C experienced by the 17 countries involved in the implementation of the Joint Programme, a categorization of countries by typology is being considered.

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (on going or completed)	Comments
<b>Share approved Phase 2 proposal and results framework in English and French with the 17 country Governments, civil society and UN agencies as well as regional and global institutions</b>	<b>31 October 2013</b>	<b>UNFPA TD/UNICEF PD</b>		

Recommendation No. 2	To Programme Division at UNICEF and Technical Division at UNFPA	Priority level: High
<p><b>UNFPA and UNICEF, in collaboration with their partners, should build on, and help to further strengthen existing government commitment and leadership, as well as central and decentralised government systems for FGM/C abandonment. They should maintain efforts to foster commitment within practicing communities by supporting the involvement of non-governmental change agents and opinion leaders at all levels.</b></p>		
<p><b>Rationale</b></p> <p>The commitment and capacities of duty-bearers and responsive government systems are important factors for facilitating FGM/C abandonment. However, they alone are not sufficient to change social norms and related behaviours. Obtaining support for, and commitment to FGM/C abandonment at the community level also requires the engagement of various kinds of (potential) change agents outside of government, at both national and local levels.</p> <p><b>Operational implications</b></p> <ul style="list-style-type: none"> <li>• Assist national and decentralized governments in matching their existing commitment to, and ownership of FGM/C abandonment with appropriate resources and (staff and system) capacities. A first step in this regard can be to identify key bottlenecks and capacity gaps that currently hinder progress and to develop strategies to address them, including for resource mobilization.</li> <li>• For strengthening central and/or decentralised government systems for FGM/C abandonment, there is a need to provide continued financial and/or technical support for the enactment and enforcement of relevant legislation. This can entail supporting actors in conducting evidence-based advocacy; sharing relevant lessons learned from other countries; and supporting the dissemination of information on new or existing legislation through partners at various levels.</li> <li>• Assist national (government and non-government) partners to develop resourced strategies for continuing or expanding successful efforts for FGM/C abandonment, including by providing technical guidance and/or financial support: <ul style="list-style-type: none"> <li>– To replicate and/or scale-up successful or promising approaches within and (if feasible) across countries.</li> <li>– To provide longer-term follow-up to promising achievements such as public declarations on FGM/C abandonment. Such follow-up is important for ensuring that these achievements contribute to actual changes in individual and collective behaviours, as well as for learning about the dynamics of social norms change in different contexts.</li> </ul> </li> </ul>		
<p><b>Management Response :</b></p> <p><b>Accepted.</b> Strengthening capacity of Governments at centralized and decentralized levels to contribute to the elimination of FGM/C is one of the key long-term investments of the Joint Programme and much progress has been made since 2008. As in Phase 1, the Joint Programme will continue to facilitate efforts with national and decentralized Government entities to accelerate change on ending FGM/C, in line with available financial and human resources both within the programme and in Governments. With a full appreciation of the central role of communities and civil society organisations in ending the practice, Phase 2 will continue to stimulate their engagement and action to strengthen the national efforts. The Phase 2 Joint Programme will promote the enforcement of laws and policies through assessing the main challenges that hinder their implementation and supporting strategic approaches based on new evidence, data and lessons learned from the previous cycle. In this second phase, special emphasis will be given to support governments, national human rights institutions and civil society organizations to track the implementation of human rights recommendations related to FGM/C</p>		

issued by national and international human rights mechanisms. Likewise, the Joint Programme will support the integration of prevention and care for girls and women affected by FGM/C into sexual and reproductive health and child protection systems at decentralized level, and promote more effective national coordination and Government ownership. South-South cooperation and technical assistance will be enhanced to identify and replicate successful approaches, partnerships and achievements among governments, local authorities, and non-governmental actors.

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (on going or completed)	Comments
Provide forum for peer review by government and civil society partners of 2008-2013 phase of achievements and constraints of programme and policy actions.	31 December 2013	UNFPA TD/UNICEF PD		
Hold Phase 2 national launches to strengthen national commitment to achieve the Joint Programme's objectives and expected outcomes for 2014-2017.	31 July 2014	UNFPA TD/UNICEF PD		
Provide global support and technical assistance to the advancement of global policy including through organisation by Member States of side-events to the UNGA, CSW and HRC to highlight commitments and progress toward elimination of FGM/C	31 December 2017	UNFPA TD/UNICEF PD		

Recommendation No. 3	To Programme Division at UNICEF and Technical Division at UNFPA	Priority level: Medium		
<p><b>A second phase should maintain the catalytic nature of the joint programme. In selecting implementing partners, UNFPA and UNICEF should balance the benefits of working with established and larger organizations with the potential for innovation and diversification inherent in engaging with emerging or smaller actors.</b></p>				
<p><b>Rationale</b></p> <p>The catalytic design of the joint programme constitutes a good model for the effective and sustainable use of resources. While building on the noted areas for improvement outlined in this evaluation, a second phase should maintain this catalytic approach, including its implications for working with and through a broader variety of partnerships.</p> <p><b>Operational implications</b></p> <ul style="list-style-type: none"> <li>Clearly communicate to UNFPA and UNICEF staff and to partners the implications of the catalytic nature of the joint programme for programme resources, planning, implementation, monitoring, reporting and evaluation.</li> <li>Maintain the catalytic focus on supporting existing or emerging initiatives to end FGM/C that are led by regional, national or local-level partners. While continuing to minimize risks by prioritizing partnerships with larger and/or well established organizations, allow for some resources to be used for identifying and engaging with emerging and/or smaller actors.</li> </ul>				
<p><b>Management Response:</b></p> <p><b>Accepted.</b> The Joint Programme will strengthen a catalytic approach, including building on a programmatic platform through which multiple donors and partners can invest at global and national level in comprehensive and coordinated activities to promote elimination of FGM/C. This will also be accomplished by further mainstreaming FGM/C programming into agency Strategic Plans and country programmes, mainly in those areas related to gender equality and women’s empowerment, child protection and sexual and reproductive health. A closer coordination with other global, regional and national programmes and initiatives led by UNFPA and UNICEF will be enhanced. Assistance will be provided to develop a country resource mobilization strategy on FGM/C. We agree that the Joint Programme should invest some resources in identifying and engaging with emerging or smaller actors, but note that in many country contexts these do not exist or do not meet minimum regulations as set out in Executive Board guidelines.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (on going or completed)	Comments
Conduct a Joint Programme rapid Baseline and Situation Analysis in the 17	31 December 2014	UNFPA TD/UNICEF PD		

countries, regionally and globally, to identify current situation and potential new actors				
Continue to hold annual meetings of representatives from 17 country, regional, HQ and liaison offices of UNFPA and UNICEF to review progress, assess opportunities and strategize for additional resources.	31 December 2017	UNFPA TD/UNICEF PD		

Recommendation No. 4	To Programme Division at UNICEF and Technical Division at UNFPA	Priority level: Medium			
<p><b>UNFPA and UNICEF, in collaboration with national and regional level partners, should ensure operationalization and testing of all key aspects of the theory of change guiding their work on FGM/C, including assumptions on the role of cross-community and cross-border dynamics.</b></p>					
<p><b>Rationale</b></p> <p>The assumed relevance of cross-community and regional dynamics for change flows from conceptualizing FGM/C as a social norm. It was an important part of the theory of change underlying the first phase of the joint programme. In order to validate related assumptions based on evidence, UNFPA and UNICEF should review and, when appropriate, operationalize these dimensions in their future FGM/C-related work.</p> <p><b>Operational implications</b></p> <ul style="list-style-type: none"> <li>• In collaboration with national and regional partners, clearly define whether and how a second phase of the joint programme is aiming to: <ul style="list-style-type: none"> <li>– Operationalize the idea of systematically expanding collective decisions to abandon FGM/C across communities (“organized diffusion”), and track related results;</li> <li>– Contribute to strengthening regional dynamics for change (e.g. by systematically supporting cross-border collaboration and exchange, or by engaging regional institutions).</li> </ul> </li> <li>• Develop explicit and appropriately resourced strategies for operationalizing cross-community and/or regional dimensions.</li> <li>• Explore and define how UNFPA and UNICEF regional offices can support the regional dimensions of FGM/C-related work.</li> <li>• Clearly define what horizontal issues and principles (such as gender equality, human rights, cultural sensitivity, equity, children and youth participation) are relevant, and what implications these have for tailored programming strategies, monitoring and reporting.</li> </ul>					
<p><b>Management Response :</b></p> <p><b>Accepted.</b> The potential contribution of regional exchange and cross-border collaboration to enhanced dynamics of change toward FGM/C abandonment was already acknowledged in Phase 1 of the Joint Programme. Operationally, the partnerships and resources available did not favour strong progress in this area. Nevertheless, actions taken have led to more favourable objective conditions for advancing, and the Joint Programme Phase 2 proposal has a renewed commitment in this particular area through new priority collaborations, including with African universities and a partnership agreement between UNFPA, UNICEF, the African Union, UNECA and the Inter-African Committee on Harmful Practices Affecting the Health of Women and Children to strengthen knowledge of content and to generate action with respect to the UNGA Resolution on FGM. In addition to partnerships with regional institutions, the focus on facilitating cross-border organized diffusion of information will also be pursued.</p>					
<b>Key action(s)</b>	<b>Deadline</b>	<b>Responsible unit(s)</b>	<b>Annual updates</b>	<b>implementation</b>	<b>status</b>

<b>Recommendation No. 4</b>	<b>To Programme Division at UNICEF and Technical Division at UNFPA</b>		<b>Priority level: Medium</b>	
			<b>Status (on going or completed)</b>	<b>Comments</b>
<b>Engagement with West, East and North Africa regional, subregional offices and liaison offices in Europe, USA and Africa to encourage their involvement in the implementation of the joint programme.</b>	<b>31 December 2017</b>	<b>UNFPA TD/UNICEF PD</b>		
<b>Increase involvement of regional and continental institutions and bodies and foster trans-national partnerships through intensified information-exchange and INGO actions supported by the Joint Programme</b>	<b>31 December 2017</b>	<b>UNFPA TD/UNICEF PD</b>		

<b>Recommendation No. 5</b>	<b>To Programme Division at UNICEF and Technical Division at UNFPA</b>	<b>Priority level: Medium</b>
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**UNFPA and UNICEF, in consultation with national governments in programme countries, should ensure that the holistic approach adopted by the joint programme is taken up and reflected by the FGM/C-related components in country programmes.**

**Rationale**

The joint programme both reflected and contributed to creating a global consensus on the need to use a holistic and culturally sensitive approach based on an understanding of the FGM/C practice as rooted in social norms. The notion of a holistic approach also implies the need for simultaneous efforts for FGM/C abandonment at different levels, from multiple angles, and through multiple channels. UNICEF and UNFPA, in consultation with the respective national government, should ensure that this consensus is integrated in, and reflected by the FGM/C-related work of their country programmes in countries where FGM/C is being practiced.

**Operational implications**

- In light of the complexity of the issue, and in view of their available human and financial resources, it is unlikely that UNFPA and UNICEF can be comprehensively involved in each of the dimensions deemed relevant for facilitating sustainable social change as regards FGM/C. However, in each country context they should contribute to ensuring that all of these dimensions are being addressed by national or other actors.
- In this context, UNFPA and UNICEF should continue to support national actors in creating and/or sustaining formal as well as informal mechanisms for coordinating their FGM/C-related work.

**Management Response :**

**Accepted.** UNFPA and UNICEF Strategic Plans 2014-2017 have mainstreamed the reduction in prevalence of FGM/C into their integrated results frameworks respectively, providing the Joint Programme a clear place in the strategic vision of the agencies. The New York-based UNFPA and UNICEF coordination team will continue to support country offices to incorporate, where not currently present, FGM/C as a part of its country programme and institutional planning processes such as Annual and Mid-Term Reviews of the agencies with Government. Likewise, special support will be provided to further integrate FGM/C-related components into broader programme areas related to gender equality and women’s empowerment, child protection, and sexual and reproductive health and rights. It will also continue to stress the importance of strengthening the capacity of government to promote consensus among national actors on the holistic approach and coordination of action, including action that is not directly supported by the Joint Programme.

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status	
			Status (on going or completed)	Comments
Provide forum for peer review by government and civil society	31 December	UNFPA TD/UNICEF		

<b>Recommendation No. 5</b>	<b>To Programme Division at UNICEF and Technical Division at UNFPA</b>		<b>Priority level: Medium</b>	
partners of 2008-2013 phase of achievements and constraints of programme and policy actions.	2013	PD		
Provide appropriate technical assistance to country offices toward strengthening the coordination role of Government, also with actors not receiving direct support from the Joint Programme, including through use of Joint Programme monitoring indicators in institutional frameworks.	31 December 2017	UNFPA TD/UNICEF PD		
Continue to hold annual meetings of representatives from 17 country and regional offices of UNFPA and UNICEF to review progress, assess opportunities and strategize for strengthened coordination of national efforts.	31 December 2017	UNFPA TD/UNICEF PD		

Cluster 2. Mobilising Resources				
Recommendation No. 6	To UNFPA and UNICEF resource mobilization units		Priority level: Very high	
<p><b>UNFPA and UNICEF should lobby existing or potential donors interested in contributing to FGM/C-abandonment work to commit to predictable, longer-term financing.</b></p> <hr/> <p><b>Rationale</b></p> <p>The evaluation highlighted the negative effects of the annual budgeting cycle on longer-term strategic and operational planning of interventions supported by the joint programme, on continued monitoring of progress, and on the clear understanding of decision-making processes. Predictable longer-term funding for the whole duration of a potential second phase of the joint programme (or for FGM/C-related work conducted under their regular country programmes) would allow UNICEF, UNFPA and their implementing partners to avoid some of the noted challenges.</p> <p><b>Operational implications</b></p> <ul style="list-style-type: none"> <li>• UNFPA and UNICEF should strive to maintain relationships with existing donors, while seeking opportunities for engaging with new donors, including by establishing partnerships with the private sector.</li> <li>• Explore whether and how multi-year funding can be reflected in the reporting cycle. While financial reporting could continue on a semi-annual basis, reporting on progress against results should shift to an annual cycle. This would enable staff and partner capacities to be dedicated to more systematic data collection and analysis, and would be more appropriate given the long-term nature of the changes that the programming is aiming to influence.</li> </ul>				
<p><b>Management Response :</b></p> <p><b>Accepted:</b> UNFPA’s Resource Mobilization Branch (RMB) and UNICEF’s Public sector Alliances and Resource Mobilization Office (PARMO) will work closer together to ensure improved coordination of resource mobilization efforts throughout Phase 2. RMB and PARMO will continue the collaboration with the existing donors to the Joint Programme which are also members of the Steering Committee for them to also advocate for further financial commitments from other potential partners. To date, the Joint Programme has had to mobilize new financial commitments every year by demonstrating results to prospective donors and through consultations with prospective donors prior to the annual joint Steering Committee meeting. Further empowered by the findings of evaluation, UNFPA and UNICEF will strengthen the request to donors to commit to predictable, longer-term financing for Phase 2. The need for multi-year funding will be highlighted bilaterally with donors as well as during global meetings and events.</p>				
Key action(s)	Deadline	Responsible unit(s)	Annual implementation status	
			Status (on going or completed)	Comments
Increased coordination between	On-going	UNFPA		

<b>RMB and PARMO on the work on resource mobilization</b>		<b>RMB/UNICEF PARMO</b>		
<b>Lobby with existing and potential donors to commit to predictable, multi-year funding commitments during global events on FGM/C as well as bilaterally with current and potential donors.</b>	<b>On-going</b>	<b>UNFPA RMB/UNICEF PARMO</b>		

<b>Cluster 3. Improving inter-agency coordination and joint programme management</b>		
<b>Recommendation No. 7</b>	<b>To Programme Division at UNICEF and Technical Division at UNFPA</b>	<b>Priority level: High</b>
<p><b>UNFPA and UNICEF should integrate the lessons learned from the first phase of the joint programme in relation to monitoring and reporting into the design and management of a potential second phase of the joint programme, and/or into FGM/C-related programmatic interventions within the work of each agency. This should include the development and consistent use of a limited set of clear, relevant, and specific indicators to measure and report on progress towards results.</b></p>		
<p><b>Rationale</b></p> <p>The evaluation noted several areas for improvement in the systems and tools, capacities, and resources available for monitoring and reporting on progress towards results, as well as for capturing emerging lessons learned within and across countries. Resulting insights should be taken into consideration in a potential second phase of the joint programme as well as, as applicable, in programmatic interventions within the respective country programmes of UNICEF and UNFPA.</p>		
<p><b>Operational implications</b></p> <ul style="list-style-type: none"> <li>• In developing progress indicators, ensure that pragmatic considerations are taken into account regarding the likelihood and feasibility of country-level teams being able to regularly collect, collate (e.g. in a database), and analyse the required data.</li> <li>• Strengthen the capacity of country-level staff in UNFPA and UNICEF in results-oriented monitoring and reporting. In addition to upgrading knowledge and skills, staff members must allocate sufficient time to engage in, or facilitate data collection as well as to produce regular analysis and synthesis of information.</li> <li>• Efforts to strengthen country-level capacity for FGM/C-related monitoring and reporting need to be reflected in the allocation of human and financial resources.</li> <li>• Further strengthen the capacity of implementing partners and national systems for more systematic and longer-term monitoring and reporting on results and on factors affecting progress towards FGM/C abandonment.</li> <li>• Use baseline studies for initial scoping and programme design, and also as a reference point to measure progress. This should include robust and relevant key indicators across baseline studies that are likely to remain relevant over time.</li> <li>• Ensure that reporting templates and schedules reflect what information is needed, when and by whom. At the global level, reporting should focus on the overall implications of programme activities for progress towards results, or inform programme design and underlying assumptions.</li> </ul>		
<p><b>Management Response:</b></p> <p><b>Accepted.</b> The Joint Programme coordination team integrated the preliminary results and recommendations shared throughout the evaluation exercise into the Phase 2 proposal in particular a results framework with fewer outputs and fewer and more feasible indicators has been developed and shared with countries. The New York coordination team will collaborate with country offices on an updated Joint Programme monitoring and evaluation plan for Phase 2 that will guide country-level M&amp;E. As part of this, rapid baseline and situation analysis will be conducted, using existing information, to document the current situation of key aspects of the programme in country.</p>		

<b>Cluster 3. Improving inter-agency coordination and joint programme management</b>				
<b>Recommendation No. 7</b>	<b>To Programme Division at UNICEF and Technical Division at UNFPA</b>		<b>Priority level: High</b>	
<b>Key action(s)</b>	<b>Deadline</b>	<b>Responsible unit(s)</b>	<b>Annual implementation status updates</b>	
			<b>Status (on going or completed)</b>	<b>Comments</b>
<b>Share approved Phase 2 proposal and results framework in English and French with the 17 country Governments, civil society and UN agencies as well as regional and global institutions.</b>	<b>31 October 2013</b>	<b>UNFPA TD/UNICEF PD</b>		
<b>Develop a Joint Programme Monitoring and Evaluation and Capacity Building Plan 2014-17 to operationalize results framework and reporting.</b>	<b>31 December 2014</b>	<b>UNFPA TD/UNICEF PD</b>		
<b>Conduct a Joint Programme rapid Baseline and Situation Analysis in the 17 countries to document the status of indicators and set targets.</b>	<b>31 December 2014</b>	<b>UNFPA TD/UNICEF PD</b>		
<b>Continue to hold annual meetings of representatives from 17 country and regional offices of UNFPA and UNICEF to review progress, assess opportunities and strategize for additional resources.</b>	<b>31 December 2017</b>	<b>UNFPA TD/UNICEF PD</b>		

<b>Recommendation No. 8</b>	<b>To Programme Division at UNICEF and Technical Division at UNFPA</b>	<b>Priority level: Medium</b>
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**UNFPA and UNICEF should further improve their coordination efforts as regards their work on FGM/C at global, regional and country levels.**

**Rationale**

While evaluation findings regarding the coordination between UNFPA and UNICEF were positive, there is room for further strengthening communication and collaboration between the two agencies.

**Operational implications**

- UNFPA and UNICEF should make explicit the anticipated added value of the joint nature of any initiative, and reflect upon the learning that joint programming may facilitate within the partnering agencies.
- At the global level, clarify whether and how each agency is expected and able to contribute to ongoing resource mobilization for joint endeavours.
- Explore ways to ensure the reliable aggregation (by country and by output) of financial information deriving from UNFPA and UNICEF systems respectively.
- At the country level, explore how UNFPA and UNICEF can further institutionalize their partnership to make it less vulnerable to staff turnover, e.g. by routinely involving senior country programme managers in communication and planning for FGM/C-related programming, or by developing a brief set of explicit, country-specific principles and priorities for collaboration in this thematic area.
- Create a clear framework for collaboration between UNFPA and UNICEF M&E officers in programme countries. This can include clarifying expectations for data collection and reporting procedures, (e.g. how to balance the use of existing reporting mechanisms with the need for comparable information across different countries; whether to report only on the joint programme results or also on relevant achievements under the country programmes); as well as for further mutualisation of tasks on capacity development of partners, and monitoring visits.
- At the regional level, clarify what specific role(s) UNFPA and UNICEF regional offices are expected to play in view of supporting the implementation of FGM/C-related efforts across countries or at the (sub)regional level.

**Management Response :**

**Partially Accepted.** The Joint Programme operates in a spirit of coordination, collaboration and joint decision making across the two agencies at both global and country level. In principle, the recommendation is consistent with the approach of the Joint Programme, but the programme and coordination team cannot directly control all of the modalities included in the operational implications. In particular, agency financial systems, which operate globally in compliance with International Public Sector Accounting Standards, are subject to fluctuations beyond the direct control of the Joint Programme. In the second phase, the UNFPA Technical Division and UNICEF Programme Division will further build on the role of Regional Offices to facilitate the implementation of the Joint Programme and will strengthen efforts to increased participation of both Regional and Country Offices in view of improved institutional integration of FGM/C as part of Regional and Country Programmes. In order to facilitate the homogeneity and quality of the M&E frameworks as well as M&E activities and related technical assistance, special attention will be given to engaging with regional and country M&E officers in defining the M&E framework and tracking progress of phase 2.

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (on going or completed)	Comments
Provide appropriate technical assistance to country offices toward the mainstreaming of Joint Programme strategies and monitoring indicators into country programmes and regular reviews with Government.	31 December 2017	UNFPA TD/UNICEF PD		
Engagement with West, East and North Africa regional, subregional offices and liaison offices in Europe, USA and Africa to encourage their involvement in the implementation of the joint programme.	31 December 2017	UNICEF PD/UNFPA TD		

<b>Cluster 4. Informing the work of UNFPA and UNICEF beyond the joint programme</b>		
<b>Recommendation No. 9</b>	<b>To Programme Division at UNICEF and Technical Division at UNFPA</b>	<b>Priority level: Medium</b>
<p><b>UNFPA and UNICEF, in collaboration with other development partners, should engage and invest in more in-depth research on social norms change and its linkages to changes in individual and collective behaviours.</b></p> <p><b>Rationale</b></p> <p>The joint programme has created valuable experiences and examples of applying social norms concepts to programming. Yet, the joint programme highlighted remaining gaps on the particular dynamics and sequences of changes in social norms, and linkages with changes in individual and collective behaviours. More knowledge could be relevant not only in view of future FGM/C-related efforts conducted by UNICEF and UNFPA, but also in relation to other thematic areas in which the two agencies work.</p> <p><b>Operational implications</b></p> <ul style="list-style-type: none"> <li>• Based on the experiences deriving from the joint programme, UNFPA and UNICEF should identify (jointly or separately) key questions and/or (sub-)themes related to the broader topic of social norms change that they wish to explore in more depth. These can include the following: <ul style="list-style-type: none"> <li>- How do changes in social norms translate into changes in individual and collective behaviours, and in what timeframes? What types of changes/steps precede changes in behaviours?</li> <li>- Are there distinct and typical phases of change similar or identical across contexts?</li> <li>- What are relevant and measureable or observable signs of ongoing changes in social norms? To what extent do these indicators differ according to context and/or theme?</li> <li>- Are there indicators that allow measuring the changing degree of ‘solidity’ of a social norm, i.e. the degree to which a formerly unchallenged but now changing social norm still holds?</li> <li>- What types of context-specific influences, including unpredictable or random factors, affect whether, in what ways, and during what timeframe changes in social norms translate into changes in behaviours?</li> <li>- What conditions need to be in place (e.g. in terms of capacities, resources, political will, timing) for promising approaches leading to social norms and/or behaviour change to be replicated or scaled up?</li> </ul> </li> <li>• UNFPA and UNICEF should continue their efforts to enhance existing country systems (e.g. DHS and MICS) to become more suitable for measuring changes in FGM/C prevalence and factors affecting these changes.</li> <li>• UNFPA and UNICEF should also build on and expand their existing partnerships with other actors at global and regional levels to encourage them to invest (or expand existing investments) into research in social norms change.</li> </ul>		

**Management Response :**

**Accepted.** Within the framework of the roll-out of the UNFPA and UNICEF Strategic Plans 2014-2017, both agencies will continue to pursue partnerships toward the further building of evidence on social and behavioural change as related to FGM/C and other areas of programming. In view of limited available resources globally and at country level, the New York coordination team will encourage countries to undertake M&E efforts that advance the evidence base consistent with institutional systems (MoRES and RBM) and the Joint Programme results framework. In view of limited agency and Joint Programme-specific resources, engagement with emerging external global partnerships and research consortia is a high priority for Phase 2. Joint Programme staff will participate in the conceptualization of these research partnerships to include priority questions identified by Joint Programme countries. Where feasible, the Joint Programme may facilitate research sites and partnerships with southern institutions in the 17 countries.

Key action(s)	Deadline	Responsible unit(s)	Annual implementation status updates	
			Status (on going or completed)	Comments
Engage with partners and research consortia to influence areas of research and facilitate selection of research sites and partnerships with southern institutions in the 17 countries.	31 Dec 2014	UNFPA TD/UNICEF PD		
Highlight experience and research questions from Joint Programme in the development of UNFPA and UNICEF research agendas that are part of the roll-out of the 2014-2017 Strategic Plans	30 June 2014	UNFPA TD/UNICEF PD		