

Management Response to Evaluation of the Architecture supporting the Operationalisation of the UNFPA Strategic Plan 2014-2017

Evaluation Report Issue Year	Evaluation type [joint, impact or institutional]	UNFPA Business Unit in charge for management response (MR)	Region [AP, AS, EECA, ESA, LAC, WCA, HQ]	MR Coordinating Units Focal Point	Date of submission [DD/MM/YY]
2017	Institutional	Programme Division	All	annamuhamedova@unfpa.org	20/04/2017

Overall response to the evaluation: UNFPA management welcomes the Report on Evaluation of the Architecture Supporting the Operationalisation of the UNFPA Strategic Plan 2014-2017, its findings and recommendations. Management notes with appreciation the evaluation findings that the introduction of the focused approach to the UNFPA Strategic Results Framework, also known as the “Bull’s Eye”, and the four outcomes of the Integrated Results Framework contributed to the greater focus of country programs. Management also appreciates the finding that the UNFPA business model application resulted in an increased allocation of resources to the countries with the greatest needs and the lowest ability to finance their programmes, and that the introduction of the policy for effective management of the non-core funds further consolidated UNFPA’s approach to a unified funding architecture. UNFPA will continue to build on the strengths of the current business model in its new Strategic Plan (SP) and maintain the diversified country presence model, which prioritizes resource allocation to the poorest countries with the highest needs. UNFPA will continue to maintain a strong thematic focus on universal access to sexual reproductive health (SRH) services and reproductive rights with specific attention paid to the needs of women and youth, adolescent girls and the most vulnerable among them.

UNFPA takes note of the report’s findings and recommendations addressing areas that require further attention and refinement in the current business model. Specifically, the findings and recommendations related to the use of Modes of Engagement will be addressed by making further distinction between the overarching “strengthening national capacity” strategy as the intended SP result and as reflected in the SP Integrated Results Framework (IRF), and the focus on capacity development, specifically with emphasis on training and technical expertise as one of the means to deliver results. Furthermore, UNFPA will continue to focus on strengthening country level monitoring and evaluation capacity to enhance accountability for results, specifically in the upper quadrants of the Fund’s operational presence. Required attention will be given to enhancing the business model to ensure UNFPA’s ability to respond to growing needs of women and girls in humanitarian and fragile settings.

UNFPA welcomes and agrees with the evaluation findings and recommendation to convert the organization’s strategic plan into a powerful communication tool. We consider this an essential element to ensure operational effectiveness and to maintain strong political and financial support to implementation of the ICPD and 2030 Agendas. The required action will be taken through the “Vocal and Visible” approach to the roll-out, implementation and results reporting of the UNFPA strategic plan, which is the first of three in the lead-up to the deadline of 2030.

Planned use of evaluation: The primary purpose of this evaluation was to inform the preparation of the new UNFPA Strategic Plan 2018-2021. The strategic plan development team will use evaluation findings along with findings of other corporate thematic evaluations, lessons learned and analytical findings to adjust the business model, theories of change, and the approach to results-based management to further strengthen its strategic frameworks. Recommendations will be implemented through the Change Management Plan which will be adopted immediately after the approval of the new Strategic Plan 2018-2020.

EVALUATION RECOMMENDATION(S) AND PROPOSED MANAGEMENT ACTION(S)

Recommendation 1:	Disconnect the existing MoEs from country classification apart from service delivery which will only be undertaken in red countries and in humanitarian contexts	Priority: Very High
	<ol style="list-style-type: none"> 1. Revise the Modes of Engagement approach as per diagram presented in the evaluation report. 2. Ensure mechanisms are in place so that countries know when they have the flexibility to engage in service delivery at the onset of a localized crisis. 3. An exception to the model could be made where small scale service delivery projects are implemented as part of a pilot or demonstration project that directly lead to policy development or strengthening policy implementation. 4. In exceptional circumstances orange, yellow or pink countries could undertake service delivery using non-core resources but would need to submit a strong justification to the respective Regional Office for submission to HQs. 5. Build capacity and empower programme staff at the country level to work with national partners to identify the appropriate programming strategies (with a framework of corporate guidance). 6. ROs to support CO in identifying the appropriate programme strategy within the flexible business model and to provide quality assurance of programming strategies 7. ROs to fully engage CO's when developing regional programmes and projects to ensure that they reflect CO needs and respond to national priorities. 	

Management Response to Recommendation acceptance status : Accepted

This recommendation is accepted and the revisions will be introduced in the Modes of Engagement section of the business model, in which service delivery using core resources is seen as an option reserved only for countries in the red quadrants and the countries in humanitarian settings. The draft of the new Strategic Plan will communicate the refined approach to the deployment of the Modes of Engagement for core funding by specifying that: a) service delivery will be reserved only for countries in the red quadrant and countries in humanitarian emergency settings; b) apart from service delivery, all other Modes of Engagement will be made available for countries in orange, yellow and pink quadrants. For the non-core funding, a similar model will apply, however exceptions will be considered on the basis of the availability of funding and business case submission. The approval of exceptions to the model, with non-core funds available, will require the development of guidelines and processes for submission, processing, managing and reporting on the exceptional business cases by the UNFPA Programme Review Committee. UNFPA will develop and update the required corporate guidance to implement the recommendations #3, 4, 5, 6, 7. Given that non-core funds are likely to form the majority of future funding for UNFPA, the organization will take necessary steps to: (i) develop systems to align accordingly its Results and Resource Frameworks in which tracking programme activities by both non-core and core funds would be required (for next SP evaluation); and (ii) encourage all Country Programmes (CPs) to apply all modes of intervention with core plus non-core funds in their CPDs/RRFs. To ensure robust choices of Modes of Engagement, the country programmes will continue to be developed jointly with national partners to ensure alignment with national priorities and plans. This participatory approach is included in the guidance on development of CPs and will be further reinforced in technical support and capacity building offered at the national level. This approach will be further facilitated from the regional level, with regional programme action plans taking into account the needs communicated by the countries.

If recommendation is partially accepted or rejected, provide reasons:

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Actions Planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ Ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation <i>[provide google link or attachment]</i>
Introduce the refined application of the Modes of Engagement in the draft Strategic Plan 2018–2021 to be submitted and approved at the Executive Board Session in September 2017	September 2017	PD, TD, ROs	Ongoing	First draft to be submitted to the Board on 10 May 2017	
Update business case submission form and procedure to address exceptions for non-core resources	December 2017	PD, ROs	Ongoing	Revised business case submission process will be developed after approval of SP and before end of year 2017	
Support CO in identifying the appropriate programme strategy within the flexible business model and provide quality assurance of programming strategies	2017 - 2018	PD, ROs	Not started	Corporate guidance for quality assurance in the context of the new SP and 2030 Agenda will be developed after approval of the SP and before end of 2017	
Fully engage COs when developing regional programmes and projects to ensure that they reflect CO needs and respond to national priorities; keep verifiable records of CO engagement in the process	2017-2018	ROs	Not started		

Recommendation 2:	<p>In the Strategic Plan 2018-2021, re-conceptualize the Modes of Engagement and clarify their relationship to capacity development</p> <ol style="list-style-type: none"> 1. Remove capacity development from the list of MoEs and consider it in broad sense recognizing its three levels (individual, institutional and enabling environment) in line with UNDG UNDAF guidance (and companion guidance on capacity development) 2. Provide a clear definition of each MoE 3. Ensure that programme design reflects the interrelated nature of MoEs 4. Indicate how the MoEs are meant to ultimately contribute to capacity development 5. Engage with UNDG/DOCO on clearer understanding/ guidance on how UN Development System can contribute to capacity development in different country contexts 	Priority: Very High
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Management Response to Recommendation acceptance status : Partially accepted

This recommendation is partially accepted, with the exception of the action that requires the removal of capacity development from the list of Modes of Engagement. UNFPA has a strong focus on strengthening national capacity and national ownership, as reflected in its strategic plan outputs and in the Integrated Results Framework. All Modes of Engagement, namely advocacy and policy advice, knowledge management, capacity development, service delivery, and coordination and partnerships including South-South and Triangular Cooperation, are aimed at improving national capacity for development and resilience to natural and manmade disasters. From the results and impacts perspective, UNFPA fully agrees with the overarching nature of building national capacity at individual, institutional and enabling environment levels. However, from the intervention perspective, capacity development is a critical means of delivering UNFPA strategic results, including strengthening of national capacity through the provision of training and technical expertise. Therefore, recognizing “national capacity strengthened” as the SP result, and “capacity development” as a way of delivering results, requires distinction in the SP document. UNFPA agrees and will ensure that all Modes of Engagement contribute to strengthening national capacity, and will keep capacity development as an important Mode of Engagement in such areas as training and delivery of technical expertise.

To bring further clarity and provide tailored solutions to countries in different settings, UNFPA’s SP 2018-2021 will further clarify the relationship and interdependence of all Modes of Engagement. UNFPA will work closely with the UNDG/DOCO to further translate how “capacity development” and other Modes of Engagement can more effectively contribute to strengthened national capacity for development in all settings. Appropriate corporate guidance on this will be developed.

If recommendation is partially accepted or rejected, provide reasons:

Please see above under overall response.

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Actions Planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ Ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation [provide google link or attachment]
Refined UNFPA Modes of Engagement will be included in the draft SP 2018 -2021 submitted to the Executive Board for approval. The interlinkages will be further articulated in the annex to the SP on business model	September 2017	PD	In progress	Draft made available to executive Board on 10 May	
National capacity will be fully reflected in the strategic plan results framework, with all Modes of Engagement contributing the SP results	September 2017	PD	In progress	Draft SP, including annex on business model, made available to Executive Board on 10 May	
Engage with UNDG/DOCO on capacity development and national ownership Develop /Update UNFPA guidance and toolkit on capacity development	Ongoing	PD	In progress	Annex on business model made available to Executive Board on 10 May	

Recommendation 3:	Enhance accountability for results as well as learning at country level through strengthening the country level capacity for monitoring and evaluation and promoting national capacity to undertake country level evaluations.	Priority: High
	<p>Rationale: The modelling of impact through the signature indicators and the IMPACT 2 model has allowed UNFPA to show better evidence of its contribution to results from its service delivery activities in key areas of its work. Strengthening of monitoring and especially of country level evaluation is now necessary to provide evidence of development contribution from UNFPA's more upstream areas of intervention. For UNFPA, such improvement in monitoring and evaluation will also allow better organizational learning and strengthen corporate knowledge management activities.</p> <p>Specific operational suggestions:</p> <ol style="list-style-type: none"> 1. Prioritize efforts to contribute to national and/or regional capacity development for conducting evaluations and undertake these efforts in collaboration with other UN entities. 2. It is important to integrate learning from evaluation into mainstream corporate knowledge management activities. 3. Strengthen RO's role in supporting the development of UNFPA country office capacity to commission and manage evaluations and, more broadly, of country/regional capacity for conducting evaluations. 	
Management Response to Recommendation acceptance status: Accepted		
<p>This recommendation is accepted as noted below:</p> <ol style="list-style-type: none"> 1. The role of UNFPA in strengthening national capacity in evaluation should be seen from the angle of the thematic areas of the mandate of UNFPA and the work the organization is undertaking in strengthening monitoring and evaluation capacity of implementing partners in thematic areas (SRH, population data, adolescents and youth, etc.). Further, in the Strategic Plan 2018-2021, UNFPA will strengthen national capacity in monitoring and evaluation through a focused approach on strengthening population data systems and developing capacity in analysis and use of population and development interrelationships analyses. 2. In the new SP cycle, knowledge management and organizational learning will be enhanced through the introduction of the new knowledge management strategy, empowered by enhanced ICT based interventions. Specific attention will be paid to documentation and learning related to the UNFPA development contribution from the upstream work. Accountability for Results will be further clarified through the introduction of the respective Annex to the new UNFPA SP. 3. To strengthen country and regional capacities in evaluation, UNFPA will work with the UN Evaluation Group (UNEG), which has the mandate of strengthening overall national capacities in evaluation. At the country office level, UNFPA will continue strengthening offices' capacity in monitoring and evaluation through: <ol style="list-style-type: none"> a. Enhancing the capacity of regional monitoring and evaluation advisers; b. Ensuring that every country office has in-house or, at the least, access to other UN agencies' monitoring and evaluation expertise; c. Ensuring regular quality assurance to the country offices' performance in results-based management, provided by the Regional M&E Adviser or another designated consultant/expert; d. Ensuring availability of robust and updated monitoring and evaluation tools, policies and guidance. 		
If recommendation is partially accepted or rejected, provide		

reasons:

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Actions Planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ Ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation <i>[provide google link or attachment]</i>
<ol style="list-style-type: none"> 1. Develop Programme Accountability Framework for strengthening RBM and submit it with the new Strategic Plan 2018-2021 2. Update the RBM Policy 3. Develop training package on RBM concepts, including theory of change, critical assumptions and risks; monitoring for results by Implementing Partners, and real time monitoring 4. Roll out training package in evaluation 5. Participate in UNEG activities on national capacity building in evaluation 6. Include in Strategic Plan 2018-2021 the intervention for strengthening national capacity in population data systems and in analysis and use of population and development interrelationships analyses 	2017	PD, EO and TD	Ongoing	Programme Accountability Framework developed for submission with new SP for strengthening results based management	
<ol style="list-style-type: none"> 1. Roll out a training package on RBM concepts [theory of change, critical assumptions and risks; monitoring for results by Implementing Partners, and real time monitoring] 2. Set up a network of regional level critical mass of M&E expertise and ensure every country, especially those without adequate in-house expertise, have access to the network. 3. Implement the Strategic Plan 2018-2021 intervention for strengthening national capacity in population data systems and in analysis and use of population and development interrelationships analyses 	2017-2021	PD Regional Offices EO TD	Ongoing		
Review and make available robust and updated monitoring and evaluation tools, policies and guidance	2017-2018	PD	Ongoing		
Ensure regular quality assurance to the country offices' performance in results-based management, provided by the Regional M&E Adviser or another designated consultant/expert	2018-2021	PD and ROs	Ongoing		

Recommendation 4:	Develop and implement a comprehensive change management process to enable the organization at all levels to implement the upcoming and subsequent strategic plans to deliver on 2030 Agenda and the SDGs	Priority: High
	<p>Rationale: Taking a strategic view of the direction of the organization will assist in delivering 3030 Agenda objectives over the longer term through a series of strategic plans. This will include not only programme but also human resources, financing and accountability. A clear change management process will support the changes in mindset and capacities of UNFPA staff, which are necessary to bring about the changes expected in the 2018-2021 Strategic Plan and which will be carried forward in subsequent strategic plans leading to the 2030 deadline.</p> <p>Specific operational suggestions:</p> <ol style="list-style-type: none"> 1. Establish an Interdivisional Working Group (IDWG) under the leadership of the DED to develop a plan for change management including a clear timeline and covering the whole organization 2. Ensure the change management plan builds upon a stocktaking of current individual capacities and future capacity requirements 3. Stipulate that the IDWG is to design, coordinate and monitor the change management process, including monitoring implementation of commitments made in Strategic Plans 4. Make clearer the role of the Human Resources (HR) strategy in supporting the organization to deliver the strategic plan 5. Within the change management plan consider different scenarios for levels of funding and how these may affect UNFPA's ability to deliver all aspects of the strategic plan 6. Ensure that change management reflects any adjustments, which may be initiated through the QCPR's requested review of functions and development of a system wide strategic document, and maximizes opportunities for UN coherence 	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]: Accepted		
<p>This recommendation is accepted as noted below:</p> <ol style="list-style-type: none"> 1. Upon the approval of the strategic plan, UNFPA will constitute a working group for planning the change management process, which will be led by the Deputy Executive Director and will include representatives of regional and field offices. The SP roll-out plan will be coordinated with the change management group, and the roll-out plan will include both substantial change and communication elements. Specifically, an orientation session will be conducted for all country offices with regard to the new results accountability framework. 2. Strategic Plan 2018–2021 will recognize the need in more than one financial scenario for the planning given the volatility funding environment. Therefore, specific attention will be paid to the flexibility of the resource distribution systems as well as required investments to be made to ensure that UNFPA retains high quality human resources to deliver on the tasks of resource mobilization and results based management and reporting. Change Management process under SP 2018 -2021 will focus on optimizing UNFPA institutional performance, accountability and risk management to ensure that “UNFPA is fit to deliver on 2030 Agenda”. Key change strategies are : a. Align structures and resources with requirements; b. Implement Comprehensive 		

Information and Communication Technology transformation; c. Expand partnerships with private sector and resource mobilization from non-traditional donors. D. Maintain strong focus on risk management at all levels.

3. In addition, through the UNDG –led mechanisms UNFPA participates and contributes towards the development of the QCPR monitoring framework which will be made available at the end of the year 2017. Once QCPR monitoring framework is agreed upon by the UNDG-working group, the agreed upon elements and indicators will be included into the SP monitoring frameworks.

If recommendation is partially accepted or rejected, provide reasons:

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Actions Planned	Expected completion date [DD/MM/YYYY]	Lead implementing unit	Implementation stage (not started/ Ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation [provide google link or attachment]
<p>Establish an IDWG under the leadership of the DED to develop a plan for change management including a clear timeline and covering the whole organization</p> <p>Task the IDWG to design, coordinate and monitor the change management process, including monitoring implementation of commitments made in Strategic Plans</p>	2018 - 2019	DED (M) and DED (P)	Will be established in September 2017 upon approval of the new SP		
<p>Conduct alignment of resources and structures analysis for optimization: to ensure that the change management plan builds upon a stocktaking of current resources and future capacity requirements</p>	2017	DED (M) and DED (P)	Ongoing		
<p>Clarify the role of the HR strategy in supporting the organization to deliver the strategic plan</p>	2017	DHR and DED(M)	TBD		
<p>Within the change management plan consider different scenarios for levels of funding and how these may affect UNFPA’s ability to deliver all aspects of the strategic plan</p>	2017	DMS, PD, DED(M) and DED(P)	TBD		

Recommendation 5:	Make the architecture supporting the operationalization of the SP an effective communication tool.	Priority: High
<p>Rationale: The business model should provide comprehensive information on the “what”, “where”, “how” and “who” of UNFPA work in various contexts/situations. It needs to do this in a way that ensures that all staff and stakeholders fully understand the organization and the way it works. The evaluation has focused on the architecture supporting operationalization of the Strategic Plan, but it should also be acknowledged that there are drivers for behavior change within the organization which will also need to be identified and addressed if the strategic plan is to fulfil its objectives.</p> <p>Specific operational suggestions:</p> <ol style="list-style-type: none"> 1. Add clear engagement principles consistent with the 2030 Agenda, ICPD, humanitarian etc. to the business model to guide how UNFPA works (such as national ownership, LNOB, human rights, results focused). 2. Articulate more clearly the “how”, “when” and “who” aspects of the business model, and better articulate the MoEs, country classification, partnerships, humanitarian mainstreaming. 3. Ensure the Business Model is consistent with UNDAF guidance (eg. the UNDAF principles for integrated programming). 4. Develop communications products based on the SP Executive Board’s document which assist the organization to communicate what it does and how it works. 5. Ensure the role of the RO is clear as a key intermediary in communication of the SP and the BM using these products. 		
Management Response to Recommendation acceptance status : Accepted		
<p>This recommendation is accepted and will be implemented through the application of the “Vocal and Visible” approach to the implementation of the Strategic Plan. A specific communication work plan is under development to support the roll-out, and the focus is both on internal change within the organization and external messaging and outreach. The overall purpose of the plan will be to achieve a broader level of understanding with key stakeholders and partners on the integrated linkages of the ICPD agenda with 2030 Agenda and SDGs, recognition of reproductive rights as essential human rights at all levels, and the value added of UNFPA’s substantial and operational support both in humanitarian and development settings. Specific communication products will be developed, including digital media and audio-visual materials, for dissemination in several languages to promote ownership and partnership at the global, regional and country levels.</p>		
If recommendation is partially accepted or rejected, provide reasons:		
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued		

Actions Planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ Ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation <i>[provide google link or attachment]</i>
Include in Strategic Plan 2018-2021 and its roll-out the drivers and principles that underpin its implementation, consistent with 2030 Agenda, ICPD, humanitarian-development-peace nexus etc. to guide UNFPA engagement (such as national ownership, leave no one behind, human rights, partnership, innovation, results-focused etc.)	2017	PD	Ongoing		
Include an annex to the Strategic Plan with a clear articulation of the “how”, “when” and “who” aspects of the business model, and the MoEs, country classification, partnerships, and humanitarian mainstreaming.	2017	PD	Ongoing	The annex is being developed on “what”. “how” - MoE, , “where” - humanitarian setting , and “who” -partnerships.	Annex to the SP for the EB, at its second session of 2017
Business Model development takes into consideration new developments of UNDAF guidance, when applicable.	2017	PD	Ongoing	The Draft SP is informed by the analysis of QCPR requirements, the UNDAF guidance, and good practices	SP 2018-2021 for the EB, at its second session of 2017
Develop communications products for the roll-out and monitoring of the Strategic Plan 2018-2021, which assist the organization in communicating what it does, and how it works with a focus on impact and achieving transformative results by 2030 in line with ICPD and the SDGs.	2018	PD	Ongoing	A work plan is being developed with outputs and timeline.	SP communication plan
Clarify the role of the RO as a key intermediary in communication of the SP and its BM.	2017	PD	Will be included and clarified in the SP communication plan and its implementation upon approval of the new SP	A work plan is under development.	SP communication plan

Recommendation 6:	Develop an integrated package of guidance for operationalizing the Strategic Plan 2018-2021 before the start of the plan through updating existing guidance and preparing new guidance as necessary.	Priority: High
	<p>Rationale: The existing guidance was insufficiently coordinated, coherent, consistent or timely. For the next strategic plan new guidance will be necessary to ensure effective implementation. While the “what” may remain in the new SP, in order to align to the new 2030 Agenda and the realities of the new resource environment the “where”, “how” and “who” will need to change, in some areas, significantly.</p> <p>Specific operational suggestions:</p> <ol style="list-style-type: none"> 1. Establish an IDWG under the leadership of the DED (P) and with participation of the target business units. 2. IDWG to review all internal guidance, policies and procedures, identify gaps, examine the broader environment, establish priorities and develop a strategy for effective guidance supported by an effective IT platform 3. Establish a portal through which all policy, procedures, guidance and toolkits can be accessed 4. Pay special attention to HR guidance, policies and procedures which support establishment of the appropriate HR structure. 5. Ensure the role of the RO is clear as an intermediary on SP guidance, ensuring that guidance is well understood and relevant to the region by supplementing with regional examples 6. Ensure guidance links humanitarian and development programming and makes clear when countries shift into or out of a humanitarian programming context 7. Ensure consistency with broader UNDG guidance 8. Use specialists in communications to ensure the guidance is clear and robust. 	
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]: Accepted		
This recommendation is accepted and the implementation of this task is envisaged as an integrated package of the development and roll-out of Strategic Plan 2018-2021. The interdivisional working groups are already in place, under the overall leadership of the DED Programme, and have carried forward the entire strategic planning process to date. Upon the approval of the Strategic Plan, the updated set of policy guidance will be developed and launched. Development of the updated policies will take place in close consultation with and participation of staff from regional and country offices. Specific attention will be paid to ensuring that guidance is specific to the humanitarian requirements and incorporates aspects of UN system-wide coherence.		
If recommendation is partially accepted or rejected, provide reasons:		
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued		

Actions Planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ Ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation [provide google link or attachment]
Development of the integrated guidance package	December 2017	PD, TD and ROs	Will start in September upon approval of SP		
Develop portal with all relevant guidelines in one stop place including on the dimensions in the recommendations related to humanitarian-development nexus	December 2017	PD, TD and ROs	Will start in September upon approval of SP		

Recommendation 7:	<p>Utilize the CPD process to ensure alignment of new country programmes to the Strategic Plan, and support COs which have already started a CPD cycle to align incrementally according to their context.</p> <p>Rationale: Rooting alignment within the CPD process will remove the possibility of an alignment process running in parallel to the ongoing business of the organization. Changes need to be made in the context of the longer-term adjustments being made to meet the SDGs and 2030 Agenda over a series of SPs.</p> <p>Specific operational suggestions:</p> <ol style="list-style-type: none"> 1. Quality assurance and monitoring of alignment of CPDs continues through the PRC. 2. HQ to identify core elements of alignment which COs need to undertake immediately 3. RO works with each CO with an ongoing CPD to support immediate alignment on core elements, and determine an appropriate approach to ensure other elements are aligned more gradually. 	Priority: Medium
Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]: Accepted		
This recommendation is accepted. UNFPA has established a process of quality review of the country programs for the alignment with the Strategic Plan implemented through the Programme Review Committee (PRC), which will be further strengthened and amended, as needed, in response to the changing programme environment and the requirements emanating from the new Strategic Plan 2018-2021.		
If recommendation is partially accepted or rejected, provide reasons:		
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued		

Actions Planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation <i>[provide google link or attachment]</i>
Update the PRC guidance and criteria for country programme documents in the context of the new SP and 2030 Agenda	TBD	PD	After approval of the new SP, before end 2017		
Establish procedures and mechanisms for supporting and tracking core areas of alignment by new country programmes to the Strategic Plan 2018-2021 and reporting to senior management	TBD	PD	After approval of the new SP, before end 2017		