RP believes the RP Evaluation was objective and representative of its work. Most of the recommendations were accepted by the RP/RO and will prove useful.

**Recommendations**

**Recommendation 1 :** Enhancing Shared Understanding of Capacity Development. Recognizing that capacity development (CD) is the key process of change and transformation in the UNFPA, as reflected by the 18 intended outputs of the new Strategic Plan, capacity development
in the regional programme should be realigned to focus on key development principles at the individual, organizational and enabling environment levels. The design of CD activities must be country-centred, and differentiated so as focus on the socio-economic, political, cultural and organizational context in which CD is to occur. Furthermore, there must be shared responsibility and ownership for CD implementation between APRO and COs through management and follow-up systems that reinforce and institutionalize CD and build sustainability, to ensure that there is a common understanding of the approach to CD within APRO and across COs.

**Management Response** : Accepted

**Key Actions**:

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<tr>
<th>Key Action(s)</th>
<th>Deadline</th>
<th>Responsible unit(s)</th>
<th>Status</th>
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<tr>
<td>Semiannual implementation status updates (reports will be generated on June 30 and December 31)</td>
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<tr>
<td>1. 1.1 Recognizing that capacity development (CD) is the key process of change and transformation in the UNFPA, as reflected by the 18 intended outputs of the new Strategic Plan, capacity development in the regional programme should be realigned to focus on key development principles at the individual, organizational and enabling environment levels.</td>
<td>Program Team/RP Team</td>
<td>September 30, 2013</td>
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<td>Accepted – Through a better understanding of the capacity gaps at country level, APRO will develop a capacity development strategy in consultancy with COs that addresses capacities at individual, organizational and enabling environment levels and makes use of different modalities.</td>
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<td>December 31, 2015, Completed</td>
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<td>The CD approach under the new RP is to tailor the support to country contexts and undertake in-country rather than regional activities with the exception of interventions that relate to adapting tools and/or generating knowledge products.</td>
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<td>August 20, 2014, Completed</td>
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<td>As part of the process of realignment with the new strategic plan and business model, modes of engagement on capacity development have been an important consideration. In response, the RPI Strategic Briefs include capacity development plans by output activities in line with Country Office priorities.</td>
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<td>March 04, 2014, On Schedule</td>
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<td>Capacity development is a core element of the Regional Programme and consultation has taken place with Country Offices on key priorities to be addressed through the new RP. A broader range of modalities has been identified for CD, including south-south cooperation which will help to address the evaluation finding. Once 2014 AWP's have been finalised CP activities will be articulated in the form of a CD Strategy/Plan and shared with CO’s.</td>
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<td>April 08, 2013, On Schedule</td>
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<td>April 08, 2013, On Schedule</td>
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<tr>
<td>2. 1.2 The design of CD activities must be country-centred, and differentiated so as focus on the socio-economic, political, cultural and organizational context in which CD is to occur. Accepted – the regional strategy will build on CO CD plans and will cater to country needs and context.</td>
<td>Program Team/RP Team</td>
<td>September 30, 2013</td>
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<td>December 31, 2015, Completed</td>
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<td>April 08, 2013, On Schedule</td>
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</table>
Recommendation 2: Recommendation 2: Strengthening Capacity Development. Capacity development should be strengthened by developing a regional capacity development strategy, in line with the recent UNFPA publication “Capacity Development Matters”. The CD strategy should:

a) take account of the country context and priorities (including in ‘soft’ management skills);

b) encourage informed choices about the most useful modalities;

c) use needs and institutional assessments to determine assets, gaps and priorities;

d) build upon the improvements already made in CSP management by enhancing the quality and range of the pool of expertise available;

e) refocus the role of technical advisors so as to play broader brokering and facilitating roles in respect of technical expertise and knowledge management;

f) ensure that all CD initiatives have measurable goals and include mechanisms to monitor and evaluate results;

Furthermore, there must be shared responsibility and ownership for CD implementation between APRO and COs through management and follow-up systems that reinforce and institutionalize CD and build sustainability, to ensure that there is a common understanding of the approach to CD within APRO and across COs.

Accepted – APRO will ensure a common understanding of the approach to CD and ensure that CD initiatives under the RP are aligned to country priorities, have CO ownership/involvement, and are tracked and followed-up.

Regional Director/Deputy Regional Director

November 30, 2013

December 31, 2015, Completed

Under the new business model of the SP, the concept of CD is clearly articulated including which countries are to engage in CD in the region. The RP is designed to respond to country contexts and needs in relation to CD, with more tailored support.

August 20, 2014, Completed

As above. Additionally, during mid-year Reps meeting, APRO will engage in a dialogue about CD and the quality of technical assistance.

March 04, 2014, On Schedule

As above. Additionally, several initiatives funded through the RP - CSE review tools, training course addressing SRH/HIV interlinkages for KAPs, policy advocacy course - have been designed with the explicit view of providing a resource that can be adapted and rolled out at national level, targeting local specificities. Follow up and monitoring from APRO will help ensure relevance, sustainability and linkages with other ongoing initiatives.
g) incorporate follow-up mechanisms to help ensure sustainability.

**Management Response :** Accepted

**Key Actions :**

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<tr>
<th>Key Action(s)</th>
<th>Deadline</th>
<th>Responsible unit(s)</th>
<th>Semiannual implementation status updates (reports will be generated on June 30 and December 31)</th>
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</thead>
</table>
| 1. 2.2 encourage informed choices about the most useful modalities Acceptance - capacity development initiatives under the RP will select modalities based on identification of the results to be achieved, and the most effective and efficient way to achieve them within the available resources. | January 31, 2014 | RP Team | December 31, 2015, Completed  As above. The approach is tailored to the country context and outcome area.  
August 20, 2014, Completed  This was done as part of RPI development.  
March 04, 2014, On Schedule  As above. A cluster workshop conducted in May 2013, and consultation on the content of the RP has enabled COs to provide clear inputs into design of the RP and to indicate interest in a range of proposed activities according to their priorities.  
July 01, 2013, On Schedule  
April 08, 2013, On Schedule |
| 2. 2.3 use needs and institutional assessments to determine assets, gaps and priorities Acceptance - APRO will draw upon the existing assessments or conduct assessments in corporate priority areas in collaboration with COs. | September 30, 2013 | RP Team/Programme Team | December 31, 2015, Completed  As above. This has now been institutionalized.  
August 20, 2014, Completed  APRO is systematically undertaking institutional assessments of all existing and new IPs.  
March 04, 2014, On Schedule  APRO drew upon existing needs assessments and other consultative approaches to identify gaps and priorities when designing the 2014 - 2017 Regional Programme.  
March 04, 2014, On Schedule  APRO drew upon existing needs assessments, as well as other approaches, to help identify gaps and priorities.  
July 01, 2013, On Schedule  
April 08, 2013, On Schedule |
| 3. 2.4 build upon the improvements already made in CSP management by enhancing the quality and range of the pool of expertise available | December 31, 2013 | a.) RP team, Reg Director/Reg Deputy Director | December 31, 2015, On Schedule | A new TA system (TAMS) has been introduced in UNFPA. APRO has continued to expand its regional roster and is currently upgrading the system. An increasing number of TA requests are successfully brokered. |
| Accepted – In relation to 2.5 below, APRO will a.) work to expand the pool of high quality experts that are available on the APRO roster and b.) establish a system for assessing the quality of technical assistance provided either directly or brokered | | | August 20, 2014, Completed | New consultant CVs are vetted and, if approved, included in the regional roster and advised to register on the global roster. |
| | | March 04, 2014, On Schedule | The CVs of 46 new consultants were vetted and added to the regional roster in 2013. A QA system was set in place to record performance of consultants brokered by APRO. (Additionally 50 CVs on the global roster were reviewed jointly by APRO and PSRO). |
| | | July 01, 2013, On Schedule | (17 new CVs added so far this year) b) which will take place in collaboration with HQ |
| 4. 2.5 refocus the role of technical advisors so as to play broader brokering and facilitating roles in respect of technical expertise and knowledge management | May 31, 2013 | Reg Deputy Director | December 31, 2015, Completed | An increasing number of TA requests are brokered. Commitment to expand the consultants roster as well as contribute to knowledge products is built into the workplans of the APRO technical staff. |
| Accepted: In order to effectively broker technical and programmatic expertise APRO will prioritize professional networking and knowledge management including through 2013 PADs and RP Action Plan. | | | August 20, 2014, Completed | Completed. |
| | | March 04, 2014, On Schedule | Increasing numbers of technical assignments are being brokered by APRO. To an extent this is dependent on demand from COs who in some cases still request direct technical assistance from advisers. |
| | | July 01, 2013, On Schedule | Although the process has begun, this will be an ongoing activity |
| | | April 10, 2013, On Schedule | |
| | | April 08, 2013, On Schedule | |
**Recommendation 3**: Recommendation 3: Enhancing the Value of Partnerships. APRO can improve the strategic use of partnerships by:

a) establishing clear objectives and strong performance management practices and partnership principles;

b) reviewing the relevance, effectiveness and efficiency of existing partnerships, and establishing a process for regular periodic partnership reviews;

c) providing arrangements for oversight, quality assurance and reporting of partnership results;

d) exploring the scope and relative value of new partnership arrangements with NGOs, development partners and the private sector.

**Management Response**: Accepted

**Key Actions**:

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<th>Recommendation 3.6</th>
<th>Action Description</th>
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<tbody>
<tr>
<td>5. 2.6 ensure that all CD initiatives have measurable goals and include mechanisms to monitor and evaluate results</td>
<td>M&amp;E Unit</td>
<td>December 31, 2015, On Schedule</td>
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<td>The monitoring framework will be further refined during the MTR of the RP.</td>
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<td>August 20, 2014, Completed</td>
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<td>March 04, 2014, On Schedule</td>
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<td>A monitoring framework has been developed as part of the new Regional Programme, with clear indicators and targets.</td>
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<td>July 01, 2013, On Schedule</td>
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<td>April 08, 2013, On Schedule</td>
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<td>6. 2.7 incorporate follow-up mechanisms to help ensure sustainability</td>
<td>Programme Team/RP Team</td>
<td>December 31, 2015, Completed</td>
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<td>The technical advisers ensure follow up of regional interventions at country level to promote self reliance and sustainability.</td>
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<td>August 20, 2014, Completed</td>
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<td>Increased attention is being paid to the design of follow up mechanisms for capacity development activities; these vary according to the specific area where capacity is being developed. New training courses are incorporating follow up actions to determine knowledge retention and to measure the extent to which knowledge is applied in follow up application of skills.</td>
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<tr>
<td>1. 3.2 reviewing the relevance, effectiveness and efficiency of existing</td>
<td>June 30,2013</td>
<td>RP Team</td>
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<td>partnerships, and establishing a process for regular periodic partnership</td>
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<td>reviews; Accepted. Alongside the partnership analysis (3.1) consideration</td>
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<td>will be given to the relevance, effectiveness and efficiency of existing</td>
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<td>partnerships. Regular monitoring is related to point 3.4.</td>
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<td>2. 3.3 establishing clear objectives and strong performance management</td>
<td>June 30,2013</td>
<td>RP Team</td>
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<td>practices and partnership principles; Accepted. For the purpose of</td>
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<td>undertaking a partnership analysis (3.1), objectives and principles for</td>
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<td>partnerships will be determined. Performance management practices should</td>
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<td>be dealt with in relation to 3.4.</td>
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Recommendation 4: Strengthening Advocacy and Policy Dialogue. As advocacy and policy dialogue are evolving a critical role in the transformation of COs from organizations that deliver programmes to ones that provide expert thinking, there is an urgent need to enhance the range and quality of the policy work that is being undertaken and supported by APRO by:

a) conducting a robust assessment in 2013 of existing advocacy capacity assets and gaps within COs and APRO, and identifying the competencies required (such as environmental scanning; understanding the political context & the policy process; evidence-based advocacy and negotiation) and developing required CD initiatives;

b) giving priority in 2013 to building knowledge and skills in policy advocacy in COs; and

c) developing well structured advocacy tools and briefs and country-specific fact sheets, drawing on robust evidence and relevant regional practice, as well as sound technical and stakeholder analyses, so as to make a convincing case for policy or programme change.

Management Response: Accepted

Key Actions:
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<th>Key Action(s)</th>
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<tr>
<td>1. 4.1 conducting a robust assessment in 2013 of existing advocacy capacity assets and gaps within COs and APRO, and identifying the competencies required (such as environmental scanning; understanding the political context &amp; the policy process; evidence-based advocacy and negotiation) and developing required CD initiatives. Partially accepted. Advocacy capacity needs and gaps have largely been identified through previous information supplied by CO’s. APRO will utilize this information to identify competencies and initiatives.</td>
<td>June 30, 2013</td>
<td>Programme Team/Communications Team</td>
<td><strong>December 31, 2015, Completed</strong> Efforts to address the capacity gaps in relation to policy and advocacy work has continued with a number of strategic interventions including the development of a course for application at country level and a series of workshops to develop the knowledge and skills of staff.</td>
<td>Semiannual implementation status updates (reports will be generated on June 30 and December 31)</td>
<td><strong>August 20, 2014, Completed</strong> Environmental scanning templates developed, disseminated and completed by COs in relation to ICPD beyond 2014 process, particularly in relation to APPC and CPD.</td>
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<td><strong>July 01, 2013, On Schedule</strong> Environmental scanning, policy context and policy dialogue included in TOR referred to in 4.2 below</td>
<td><strong>April 09, 2013, On Schedule</strong> The needs for a comprehensive understanding of needs in this area is accepted. It is only partially accepted due to existing information on this issue that can be used in large part to meet the needs highlighted and accepted in the recommendation versus the recommended stand alone assessment</td>
<td><strong>April 08, 2013, On Schedule</strong></td>
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2. 4.2 giving priority in 2013 to building knowledge and skills in policy advocacy in COs and within APRO;

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<th>December 31,2013</th>
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Accepted. Based on 4.1 above, APRO will plan and implement a series of skills development initiatives.

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3. 4.3 developing well structured advocacy tools and briefs and country-specific fact sheets, drawing on robust evidence and relevant regional practice, as well as sound technical and stakeholder analyses, so as to make a convincing case for policy or programme change.

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Accepted. In addition to the skills development initiatives (4.2), APRO will also identify and produce priority advocacy tools and briefs.

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<th><strong>As above under 4.1.</strong></th>
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<td>August 20,2014, Completed</td>
<td>Policy advocacy course piloted at regional level and national levels; tool now available for adaptation to country contexts.</td>
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<tr>
<td>March 04,2014, On Schedule</td>
<td>An institution has been contracted to design and pilot a policy advocacy training course. This has been done in consultation with RO and selected CO Reps. The course will initially be conducted at regional level and will then be modified for roll out at national level in priority countries which are those in the &quot;pink&quot; and &quot;yellow&quot; quadrant of the SP business model.</td>
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<td>July 01,2013, On Schedule</td>
<td>TOR developed and RFP issued in June</td>
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<td>April 09,2013, On Schedule</td>
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<td>April 08,2013, On Schedule</td>
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<th>**December 31,2013</th>
<th>On Schedule**</th>
<th><strong>The main investment under the RP is for generating knowledge products.</strong></th>
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<tr>
<td>August 20,2014, Completed</td>
<td>As above in 4.1</td>
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<tr>
<td>March 04,2014, On Schedule</td>
<td>The new Regional Programme has a strong focus on development of advocacy briefs and tools that can be used for advocacy purpose at national level. This is ongoing work, with priority issues focusing in 2014 on ensuring ICPD is reflected in the post 2015 development agenda.</td>
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<tr>
<td>July 01,2013, On Schedule</td>
<td>TOR drafted for advocacy materials for 6th APPC</td>
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<td>April 08,2013, On Schedule</td>
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Recommendation 5: Embedding Knowledge Management. APRO can embed and enhance the potential uses of knowledge management through instituting process reforms that:

a) include an in-house knowledge inventory
b) identify appropriate technology solutions;

c) establish consistent practices on what information is to be held, how and by whom it will be maintained, and how information can be accessed;
d) provide related capacity development in knowledge management.

Management Response: Accepted

Key Actions:

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<td>Reg Deputy Director/ RP Coordinator</td>
<td>December 31, 2015, Completed</td>
<td>The appointment of a knowledge management adviser in APRO this year was in recognition of the need to strengthen knowledge management practices including building an in-house repository of assets. APRO is currently in the process of improving systems and building capacities in this area.</td>
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<tr>
<td>1. 5.1 include an in-house knowledge inventory; Accepted: APRO will develop an in-house knowledge inventory.</td>
<td>April 30, 2013</td>
<td></td>
<td>August 20, 2014, Completed</td>
<td>Completed.</td>
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<td>April 16, 2014, Delayed</td>
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<td>April 16, 2014, Delayed</td>
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<td></td>
<td>March 04, 2014, Delayed</td>
<td>APRO is more systematically uploading key documents, tools and resources on the intranet. Work continues to strengthen in-house documentation of knowledge which will contribute to a knowledge inventory.</td>
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<td></td>
<td>July 01, 2013, Delayed</td>
<td>Delayed</td>
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<td></td>
<td>April 09, 2013, On Schedule</td>
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<tr>
<td>2. 5.2</td>
<td>Identify appropriate technology solutions</td>
<td></td>
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<tr>
<td>June 30, 2013</td>
<td>PD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>December 31, 2015, Completed</td>
<td>As above under 5.1. APRO is now investing in regional solutions to enhance knowledge management capacities.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>August 20, 2014, Completed</td>
<td>RO has been guided by PD introduction of new systems such as Technical Operations Integrated Missions, TAMs etc.</td>
<td></td>
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</tr>
<tr>
<td>March 04, 2014, Delayed</td>
<td>This is ongoing work being guided by PD. APRO has been involved in consultations and providing feedback on proposed new on-line systems and, once established, will utilise these.</td>
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</tr>
<tr>
<td>July 01, 2013, Delayed</td>
<td>Pending PD</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>April 09, 2013, On Schedule</td>
<td>Partially accepted due to this being dependent upon PD in NY rolling out its corporate plan. Focal Points in APRO are Deputy Director/ RP Coordinator</td>
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<tr>
<td>April 09, 2013, On Schedule</td>
<td>Partially accepted due to this being dependent upon PD in NY rolling out its corporate plan. Focal Points in APRO are Deputy Director/ RP Coordinator</td>
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<table>
<thead>
<tr>
<th>3. 5.3</th>
<th>Establish consistent practices on what information is to be held, how and by whom it will be maintained, and how information can be accessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 30, 2013</td>
<td>Deputy Director/ RP Coordinator</td>
</tr>
<tr>
<td>December 31, 2015, Completed</td>
<td>APRO is currently upgrading its regional knowledge management platform.</td>
</tr>
<tr>
<td>August 20, 2014, Completed</td>
<td>Staff member with responsibility for KM function will be recruited by end 2014.</td>
</tr>
<tr>
<td>March 04, 2014, Delayed</td>
<td>This is work in progress and is linked to the knowledge inventory.</td>
</tr>
<tr>
<td>July 01, 2013, Delayed</td>
<td>Delayed</td>
</tr>
<tr>
<td>April 10, 2013, On Schedule</td>
<td></td>
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<tr>
<td>April 09, 2013, On Schedule</td>
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</tbody>
</table>
Recommendation 6: Strengthening Research. The quality and utility of research undertaken by APRO can be strengthened through:

a) ensuring that research is prioritized so as to focus on overcoming key gaps in the evidence base (focusing on gaps that are not being addressed by other agencies), and enhancing advocacy, knowledge management and technical and programme support at regional and country levels;

b) establishing a mechanism to ensure that research is prioritized and undertaken against an agreed research plan, meets quality standards and includes effective dissemination and follow up. The mechanism could include a review committee composed of technical experts from within and outside APRO. Quality assurance standards would address the research terms of reference, quantitative and qualitative research methodologies used, ethical issues, the content of the research, standards of report writing, ownership and use of the research, and a selection process that may include open competition.

Management Response: Accepted

Key Actions:

4.5.4 provide related capacity development in knowledge management

Accepted: APRO will include capacity development in knowledge management into the overall CD strategy.

September 30, 2013

Deputy Director/ RP Coordinator

December 31, 2015, On Schedule

COs are encouraged to document and share their knowledge assets. APRO will continue to provide support to enhance capacities.

August 20, 2014, Completed

This function will be addressed by recruitment of staff member with KM responsibilities.

March 04, 2014, On Schedule

Ongoing support will be provided to COs to strengthen and support their management of knowledge, including the collection of good practices and examples of initiatives that can be documented and shared with broader audiences. Capacity development of knowledge management was not identified as a high priority for COs when compared to other areas.

July 01, 2013, On Schedule

April 09, 2013, On Schedule

Deputy

Director/ RP

Coordinator
### Key Action(s)

1. 6.1. Establishing a mechanism to ensure that research is prioritized and undertaken against an agreed research plan, meets quality standards and includes effective dissemination and follow up. The mechanism could include a review committee composed of technical experts from within and outside APRO. Quality assurance standards would address the research terms of reference, quantitative and qualitative research methodologies used, ethical issues, the content of the research, standards of report writing, ownership and use of the research, and a selection process that may include open competition.

Accepted. To improve the relevance, quality and utilization of APRO supported research, APRO will develop a research plan and establish an oversight mechanism using existing management structures and tools (AWP, PAD).

### Deadline

<table>
<thead>
<tr>
<th>Action</th>
<th>Date</th>
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<tbody>
<tr>
<td>Reg Deputy Director</td>
<td>April 30, 2013</td>
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</table>

### Responsible unit(s)

<table>
<thead>
<tr>
<th>Action</th>
<th>Date</th>
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<tbody>
<tr>
<td>Reg Deputy Director</td>
<td>April 30, 2013</td>
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</tbody>
</table>

### Semiannual implementation status updates (reports will be generated on June 30 and December 31)

<table>
<thead>
<tr>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31, 2015, On Schedule</td>
<td>Research work is prioritized under the RP. UNFPA has now established publications committees at all institutional levels including in APRO to vet regional research plans and ensure quality products. The research work in APRO has been of high standard; addressed critical evidence gaps and helped CO advance their policy and programme work.</td>
</tr>
<tr>
<td>August 20, 2014, Completed</td>
<td>Research Review Committee established.</td>
</tr>
<tr>
<td>March 04, 2014, On Schedule</td>
<td>TOR for a research review committee has been developed and will become operational when proposed areas for research are reviewed as part of the roll out of the new RP.</td>
</tr>
<tr>
<td>July 01, 2013, On Schedule</td>
<td>Guidelines finalized and awaiting DRD activation of team</td>
</tr>
<tr>
<td>April 10, 2013, On Schedule</td>
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<tr>
<td>April 09, 2013, On Schedule</td>
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</table>
Recommendation 7: Consolidating Monitoring and Evaluation. Building upon the sound monitoring and evaluation work undertaken so far, APRO should:

a) extend the range and quality of evaluations undertaken to include major thematic areas;
b) further entrench the community of good practice in M&E built at CO level through south-south cooperation, exchange visits, work detailing and mentoring within and across COs, as well as supporting exchange visits/work detailing among M&E Officers and Focal Points;
c) embed a stronger monitoring culture within all COs, including developing skills in RBM, data management, analysis and reporting of results;
d) track the extent to which recommendations from CPEs are followed through in CPDs/CPAPs.

Management Response: Accepted

Key Actions:

<table>
<thead>
<tr>
<th>Key Action(s)</th>
<th>Deadline</th>
<th>Responsible unit(s)</th>
<th>Semiannual implementation status updates (reports will be generated on June 30 and December 31)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td>Status</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>as above under 6.1.</td>
</tr>
<tr>
<td></td>
<td>August 20,2014, Completed</td>
<td>Ongoing work.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>March 04,2014, Delayed</td>
<td>As above</td>
<td></td>
</tr>
<tr>
<td></td>
<td>July 01,2013, Delayed</td>
<td>Pending awaiting DRD activation of team in 6.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>April 10,2013, On Schedule</td>
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<td></td>
<td>April 09,2013, On Schedule</td>
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</tbody>
</table>
1. Extend the range and quality of evaluations undertaken to include major thematic areas;

   Accepted. RP will build key thematic evaluations into the RP M&E Plan as part of the baseline/endline and End of Regional Programme Evaluation. This will be done when the new RP is developed.

   In terms of the quality of CPE, APRO will continue its quality assurance practice, as well as, the training of CPE Evaluation Managers in how to design and manage a CPE. To improve the quality of CPEs and the consistency between RO/CO and DOS Evaluation Branch scoring using Evaluation Quality Assessment, DOS has agreed to lead the AP Regional CPE training in Nov 2013.

<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31, 2013</td>
<td>M&amp;E Unit</td>
<td></td>
</tr>
<tr>
<td>December 31, 2015</td>
<td>On Schedule</td>
<td>APRO has continued to support COs to develop their M&amp;E skills. CP development process includes close review of CPE findings and recommendations. Plans to undertake regional thematic evaluations on the adolescent and youth programme and on GBV interventions were superseded by the UNFPA global evaluations.</td>
</tr>
<tr>
<td>August 20, 2014</td>
<td>Completed</td>
<td>Thematic evaluations are included in the APRO M&amp;E Plan.</td>
</tr>
<tr>
<td>March 04, 2014</td>
<td>On Schedule</td>
<td>Thematic evaluations are being built into the monitoring and evaluation framework of the RP. APRO will also be encouraging the undertaking of thematic evaluations as part of CPEs, and findings will be used to build and document knowledge on strengths and weaknesses of interventions in thematic areas. Further, M&amp;E focal points already attended training, led by HQ, on the new evaluation policy in late 2013.</td>
</tr>
<tr>
<td>March 04, 2014</td>
<td>On Schedule</td>
<td>Thematic evaluations are being built into the monitoring and evaluation framework of the RP. APRO will also be encouraging the undertaking of thematic evaluations as part of CPEs, and findings will be used to build and document knowledge on strengths and weaknesses of interventions in thematic areas.</td>
</tr>
<tr>
<td>July 01, 2013</td>
<td>On Schedule</td>
<td>This is dependent on the timing of the development of the G/RP</td>
</tr>
<tr>
<td>April 09, 2013</td>
<td>On Schedule</td>
<td>This is dependent on the timing of the development of the G/RP</td>
</tr>
</tbody>
</table>
2. Further entrench the community of good practice in M&E built at CO level through south-south cooperation, exchange visits, work detailing and mentoring within and across COs, as well as supporting exchange visits/work detailing among M&E Officers and Focal Points;

   Accepted. The RP/RO will continue to facilitate country to country cooperation, exchange visits, detailed work and mentoring in 2013. These will be incorporated into M&E Unit AWP, PADs and RO/CO CSP.

<table>
<thead>
<tr>
<th>March 31,2013</th>
<th>M&amp;E Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31,2015, Completed</td>
<td>APRO has facilitated several exchange visits and south-south learning among COs.</td>
</tr>
<tr>
<td>August 20,2014, Completed</td>
<td>RBM training module piloted in 2 countries and will be rolled out when new M&amp;E Adviser is in place.</td>
</tr>
<tr>
<td>March 04,2014, Completed</td>
<td>Work undertaken in 2013 will be built on in the next SP cycle to continue to strengthen the work of M&amp;E teams once a new M&amp;E Adviser is appointed. The focus will be on country level monitoring.</td>
</tr>
<tr>
<td>July 01,2013, Completed</td>
<td>Activity completed</td>
</tr>
<tr>
<td>April 09,2013, Completed</td>
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</table>

3. Embed a stronger monitoring culture within all COs, including developing skills in RBM, data management, analysis and reporting of results;

   Accepted. APRO will develop a programme of work to enhance country programme results through the provision of integrated technical assistance, training and quality assurance during the programme cycle.

<table>
<thead>
<tr>
<th>June 30,2013</th>
<th>Programme Team/M&amp;E Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31,2015, On Schedule</td>
<td>As above. APRO will continue to build the capacities of COs in M&amp;E.</td>
</tr>
<tr>
<td>March 04,2014, On Schedule</td>
<td>APRO conducted RBM/monitoring training in two countries (Viet Nam and Afghanistan) in 2013.</td>
</tr>
<tr>
<td>March 04,2014, On Schedule</td>
<td>A RBM training was developed and piloted in 2013 and will continue to be rolled out in 2014 and beyond, focusing on selected priority countries.</td>
</tr>
<tr>
<td>July 01,2013, Completed</td>
<td>Although completed this will be an ongoing activity. Initial Programme Team/M&amp;E team discussion in June on areas of focus 1 integrated mission completed in May CP monitoring workshop completed, a second workshop planned in November 2013.</td>
</tr>
<tr>
<td>April 09,2013, On Schedule</td>
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</table>
Recommendation 8: Shaping the Development of the Next Regional Programme. APRO needs to develop a long-term (10-15 year) strategic outlook for the region based on environmental scanning and country situational analyses (drawing on recent work by Country Representatives), as a pre-requisite for the development of a 5-year strategic vision for the regional office and the new regional programme. In particular:

a) the strategic vision for the RO and the RP should have buy-in by COs and regional partners through a facilitated and consultative process;

b) the RO/RP need its own results framework that defines what it does and what it is accountable for, and that establishes clear outputs and outcomes, appropriate indicators, baseline data, targets and means of verification;

c) strategic briefs should be developed to cover the whole period of the RP, including indicators with baselines and targets and clear links with other strategic briefs, and be managed via 4-year rolling action plans with results-based reporting;

d) in the light of emerging strategic priorities, APRO should review the functions that must be performed by the RO/RP, and the implications that has for possible changes to the current structure.

Management Response: Accepted

Key Actions:

<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31,2013</td>
<td>Programme Team</td>
<td>Accepted. The system is at place in relation to CPDs and the tracking will occur as countries go through the programme cycle. CPE recommendations will be taken into account during CPAP development.</td>
</tr>
<tr>
<td>December 31,2015</td>
<td>On Schedule</td>
<td>As above. CPE recommendations are taken into account in CPD and CPAP development processes.</td>
</tr>
<tr>
<td>August 20,2014</td>
<td>Completed</td>
<td>Ongoing work.</td>
</tr>
<tr>
<td>March 04,2014</td>
<td>On Schedule</td>
<td>This is ongoing work.</td>
</tr>
<tr>
<td>July 01,2013</td>
<td>On Schedule</td>
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</tr>
<tr>
<td>April 09,2013</td>
<td>On Schedule</td>
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</tr>
<tr>
<td>Key Action(s)</td>
<td>Deadline</td>
<td>Responsible unit(s)</td>
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</table>
| 1. 8.1 The strategic vision for the RO and the RP should have buy-in by COs and regional partners through a facilitated and consultative process | September 30, 2013 | RP Team | December 31, 2015, Completed  
As before.  
March 04, 2014, Completed  
COs were consulted during the development of the RP 2014-2017 through a number of mechanisms: i) preparation of 'think papers' on future country needs by each Rep; ii) consultation on a series of thematic background papers prepared by external consultants; iii) thematic cluster meetings in May 2013; iv) consultation on contents of the new RP through a feedback mechanism. |
|                |          |                     | January 31, 2014 | M&E Team with RP Team | December 31, 2015, Completed  
As before.  
August 20, 2014, Completed  
Completed.  
March 04, 2014, On Schedule  
A results framework has been developed with clear outcomes outputs and indicators. The monitoring framework is being finalised.  
July 01, 2013, On Schedule  
Partially accepted because the need for a strong RF etc is accepted, but the need a separate RP RF is less certain  
April 09, 2013, On Schedule  
Partially accepted because the need for a strong RF etc is accepted, but the need a separate RP RF is less certain |
3. 8.3 Strategic briefs should be developed to cover the whole period of the RP, including indicators with baselines and targets and clear links with other strategic briefs, and be managed via 4-year rolling action plans with results-based reporting.

- **January 31, 2014**
  - **RP Team**
  - **December 31, 2015, Completed**
  - **Strategic Briefs were developed under the key thematic areas.**
  - **August 20, 2014, Completed**
  - **Theories of Change for all Outcome areas developed.**
  - **March 04, 2014, On Schedule**
  - **The Regional Programme document describes the strategies and priority areas that the programme will focus on. Work on strategic briefs that document thematic focuses should be completed in the first half of 2014.**

4. 8.4 In the light of emerging strategic priorities, APRO should review the functions that must be performed by the RO/RP, and the implications that has for possible changes to the current structure.

- **September 30, 2013**
  - **Regional Director/Dep Director**
  - **December 31, 2015, Completed**
  - **The structural review recommendations were discussed in APRO with all staff and endorsed by the RD. Since then mechanisms to promote a more integrated approach under the RP and improve internal communications have been put into place.**
  - **August 20, 2014, Completed**
  - **Completed.**
  - **March 04, 2014, On Schedule**
  - **A structural review of the RO was conducted by an external consultant in the final quarter of 2014. A report was written that proposed several options for improving the office structure and reporting lines. The report also proposed a number of strategies for improving coordination, communication and an integrated approach to programming. The recommendations are still under discussion.**

- **July 01, 2013, On Schedule**
- **April 09, 2013, On Schedule**
- **March 04, 2014, On Schedule**
- **August 20, 2014, Completed**
- **Completed.**
- **December 31, 2015, Completed**
- **Strategic Briefs were developed under the key thematic areas.**
- **August 20, 2014, Completed**
- **Theories of Change for all Outcome areas developed.**
- **March 04, 2014, On Schedule**
- **The Regional Programme document describes the strategies and priority areas that the programme will focus on. Work on strategic briefs that document thematic focuses should be completed in the first half of 2014.**

- **July 01, 2013, On Schedule**
- **April 09, 2013, On Schedule**
- **March 04, 2014, On Schedule**
- **August 20, 2014, Completed**
- **Completed.**