General Management Response

The following management response lists the recommendations as they appear in the evaluation report. Recommendations are ranked by priority, and arranged in clusters.

Recommendations

Recommendation 1: Cluster 1. Taking the joint programme approach further
Recommendation No. 1 To Programme Division at UNICEF and Technical Division at UNFPA
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.

Rationale
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.

Operational implications
• 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.
• Ensure that specific targets defined at different levels of results can be achieved within the lifetime of the joint programme.
• 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.

Management Response:
Accepted. 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 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
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

31 October 2013

UNFPA TD/UNICEF PD

Management Response: Accepted

Key Actions:

<table>
<thead>
<tr>
<th>Key Action(s)</th>
<th>Deadline</th>
<th>Responsible unit(s)</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 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</td>
<td>October 31, 2013</td>
<td>UNFPA TD/UNICEF PD</td>
<td>January 27, 2014, Completed</td>
<td>Completed</td>
</tr>
</tbody>
</table>

Recommendation 2: Recommendation No. 2
To Programme Division at UNICEF and Technical Division at UNFPA
Priority level: High
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.

Rationale
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.

Operational implications

• 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.

• 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.

• 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:
  – To replicate and/or scale-up successful or promising approaches within and (if feasible) across countries.
  – 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.

Management Response:

Accepted. 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 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.

**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>
<td></td>
<td></td>
<td>January 27,2014, Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 04,2016, Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>December 12,2014, On Schedule</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 27,2014, On Schedule</td>
</tr>
<tr>
<td>2. Hold Phase 2 national launches to strengthen national commitment to achieve the Joint Programme’s objectives and expected outcomes for 2014-2017.31</td>
<td>July 31,2014</td>
<td>UNFPA TD/UNICEF PD</td>
<td>Status</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>December 12,2014, Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 04,2016, Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>December 12,2014, On Schedule</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 27,2014, On Schedule</td>
</tr>
<tr>
<td>Date</td>
<td>Status</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>December 19, 2017</td>
<td>Completed</td>
<td>Updates provided above.</td>
<td></td>
</tr>
<tr>
<td>December 15, 2017</td>
<td>On Schedule</td>
<td>Updates provided above on 15th Nov.</td>
<td></td>
</tr>
<tr>
<td>December 15, 2017</td>
<td>Completed</td>
<td>Comments</td>
<td></td>
</tr>
<tr>
<td>November 15, 2017</td>
<td>On Schedule</td>
<td>High level global advocacy initiatives continued to be organized to seize opportunities and generate a conversation and dialogue around the issues of FGM and galvanize energy for the elimination of FGM across the globe as part of the 2017 International Day of Zero Tolerance for FGM (6 February) and 61st Session of Commission on the Status of Women in New York involving member states, CSOs and activists in the field. Country Offices also organized similar events to build momentum at national and sub-national level.</td>
<td></td>
</tr>
<tr>
<td>January 04, 2016</td>
<td>Completed</td>
<td>Completed in 2015. Several high level advocacy events was organized during the year: International Day Zero Tolerance Day in NY, Geneva and most country offices, Harmful practices event during the CSW, Side event during the Africa Girl Summit, Capacity Development of the RECs in easterna and Southen Africa and West Africa.</td>
<td></td>
</tr>
<tr>
<td>January 04, 2016</td>
<td>On Schedule</td>
<td>Comments</td>
<td></td>
</tr>
<tr>
<td>December 12, 2014</td>
<td>Completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>January 27, 2014</td>
<td>On Schedule</td>
<td>Comments</td>
<td></td>
</tr>
</tbody>
</table>
Recommendation 3: Recommendation No. 3
To Programme Division at UNICEF and Technical Division at UNFPA
Priority level: Medium
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.
Rationale
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.
Operational implications
• 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.
• 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.
Management Response:
Accepted. 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.
**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>
<td></td>
<td></td>
<td><strong>Status</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 23, 2015, Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 23, 2015, Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>December 12, 2014, On Schedule</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>About half of the countries completed this exercise which is not only looking at new actors but also assessing the attitude and behavior of the population</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 27, 2014, On Schedule</td>
</tr>
</tbody>
</table>

**Comments**
<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Updates Provided Above on 15th Nov.</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 15, 2017</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>November 15, 2017</td>
<td>On Schedule</td>
<td></td>
</tr>
<tr>
<td>December 31, 2017</td>
<td>UNFPA TD/UNICEF PD</td>
<td></td>
</tr>
<tr>
<td>December 12, 2014</td>
<td>On Schedule</td>
<td></td>
</tr>
<tr>
<td>January 04, 2016</td>
<td>On Schedule</td>
<td></td>
</tr>
<tr>
<td>January 27, 2014</td>
<td>Comments</td>
<td></td>
</tr>
</tbody>
</table>

**Recommendation 4**: Recommendation No. 4  
To Programme Division at UNICEF and Technical Division at UNFPA  
Priority level: Medium  
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.

Rationale
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.

Operational implications
• In collaboration with national and regional partners, clearly define whether and how a second phase of the joint programme is aiming to:
  – Operationalize the idea of systematically expanding collective decisions to abandon FGM/C across communities ("organized diffusion"), and track related results;
  – Contribute to strengthening regional dynamics for change (e.g. by systematically supporting cross-border collaboration and exchange, or by engaging regional institutions).
• Develop explicit and appropriately resourced strategies for operationalizing cross-community and/or regional dimensions.
• Explore and define how UNFPA and UNICEF regional offices can support the regional dimensions of FGM/C-related work.
• 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.

Management Response:
Accepted. 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.

Management Response : Accepted
<table>
<thead>
<tr>
<th>Key Action(s)</th>
<th>Deadline</th>
<th>Responsible unit(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semiannual implementation status updates (reports will be generated on June 30 and December 31)</td>
<td>Status</td>
<td>Comments</td>
</tr>
</tbody>
</table>
1. 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.

<table>
<thead>
<tr>
<th>Date</th>
<th>UNFPA TD/UNICEF PD</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31,2017</td>
<td>November 15,2017, Completed</td>
<td>All the three regional offices (ASRO, ESARO and WCARO) actively engaged in the implementation of the Joint Programme in 2016, both in terms of undertaking regional level initiatives and providing required technical support to the country offices. Operationalizing the Regional and national networks of faith-based organizations (ASRO), further engagement with the Pan African Parliament in ending FGM (ESARO), initiative to conduct Regional analysis of existing legal frameworks on FGM were among the key initiatives at regional level in 2016. More engagement was also made by liaison offices, particularly by Brussels office, in creating awareness on FGM and resource mobilization.</td>
</tr>
<tr>
<td>January 04,2016, On Schedule</td>
<td></td>
<td>A stronger partnership is established with regional and liaison offices. The regional offices submitted a workplan that has been funded. In 2015 they implemented several activities to support policy dialogue and evidenced based programming. ASRO organized a consultation on the de-medicalization of FGM and a faith based organization activity between Somalia and Egypt. WCARO organised a workshop on evidenced based planning for adolescent girls and actively participated in the Di Monitoring and the Girl Summit. ESARO organized a conference on Men and Boys and a side event on FGM at the Africa Girl summit. The liaison offices (Nordic, Geneva and Addis Ababa) engagement is more visible.</td>
</tr>
<tr>
<td>December 12,2014, On Schedule</td>
<td></td>
<td>A stronger partnership is established with regional and liaison offices. The regional offices submitted a workplan that has been funded. The liaison offices (Nordic, Geneva and Addis Ababa) engagement is more visible.</td>
</tr>
<tr>
<td>January 27,2014, On Schedule</td>
<td></td>
<td>Comments</td>
</tr>
<tr>
<td>January 27,2014, Completed</td>
<td></td>
<td>Comments</td>
</tr>
</tbody>
</table>
Recommendation 5: Recommendation No. 5
To Programme Division at UNICEF and Technical Division at UNFPA
Priority level: Medium
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.

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>of 2008-2013 phase of achievements and constraints of programme and policy</td>
<td></td>
<td></td>
<td>January 27, 2014, Completed</td>
</tr>
<tr>
<td>actions.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Provide appropriate technical assistance to country offices toward</td>
<td>December 31, 2017</td>
<td>UNFPA TD/UNICEF PD</td>
<td>Status: December 19, 2017, Completed</td>
</tr>
<tr>
<td>strengthening the coordination role of Government, also with actors not</td>
<td></td>
<td></td>
<td>November 15, 2017, On Schedule</td>
</tr>
<tr>
<td>receiving direct support from the Joint Programme, including through use of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint Programme monitoring indicators in institutional frameworks.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. 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.

<table>
<thead>
<tr>
<th>Date</th>
<th>Requestor</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31, 2017</td>
<td>UNFPA TD/UNICEF PD</td>
<td></td>
</tr>
</tbody>
</table>

December 19, 2017, Completed

Annual consultation has been organized in all the years in Phase II as an important forum to share information, discuss strategic issues, provide guidance and discuss way forward. The 2017 Annual Consultation was unique in terms of generating ideas and recommendations for the development of Phase III of the Joint Programme.

November 15, 2017, On Schedule

Comments

An annual consultation for the Joint Programme was organized from 3-4 April, 2017 involving 17 countries, and the 3 regional offices of UNFPA and UNICEF. The focus of the consultation was to assess what the Joint Programme has achieved to date, critically reflect on what works and does not work, and review emerging research evidences and review the Joint Programme’s Theory of Change and deliberate on the future strategic direction and focus for Phase III. A joint day was also organized (5 April, 2017) with the Joint Programme on ending child marriage to highlight issues of common interest and relevance for both Joint Programmes, including social norms measurement, value for Money, political initiative to galvanize commitment towards target 5.3 and initiate strategic discussion moving forward.

December 12, 2014, On Schedule

On schedule

January 27, 2014, On Schedule

Comments

Recommendation 6: Cluster 2. Mobilising Resources

Recommendation No. 6
To UNFPA and UNICEF resource mobilization units
Priority level: Very high

UNFPA and UNICEF should lobby existing or potential donors interested in contributing to FGM/C-abandonment work to commit to predictable, longer-
term financing.

Rationale
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.

Operational implications
- 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.
- 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.

Management Response:
Accepted: 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.

Management Response: Accepted

Key Actions:
**Recommendation 7**: Cluster 3. Improving inter-agency coordination and joint programme management

**Recommendation No. 7**

<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>
</table>
| 1. Increased coordination between RMB and PARMO on the work on resource mobilization | December 31, 2017 | UNFPA RMB/UNICEF PARMO                  | **December 19, 2017, Completed**  
Increased collaboration and coordination has been witnessed between RMB of UNFPA and PARMO of UNICEF on the work on resource mobilization for the Joint Programme. At this stage, there is strong initiative from both of them in terms of approaching current and potential donors to raise fund for Phase III of the Joint Programme.  
**November 15, 2017, On Schedule**  
**December 12, 2014, On Schedule**  
**January 27, 2014, On Schedule**  
**Comments**  
Efforts made to lobby for increased resource mobilization for the Joint Programme. In 2016, Euro 11 million was mobilized from European Union for a period of two years. Germany and Sweden joined the other donors to support the Joint Programme in Phase II through the pooled fund. In addition, USD 5 million was also mobilized from US Government to support the Joint Programme in a parallel contribution modality.  
**November 15, 2017, On Schedule**  
**December 12, 2014, On Schedule**  
**January 27, 2014, On Schedule**  
**Comments**  |
| 2. 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. | December 31, 2017 | UNFPA RMB/UNICEF PARMO                  | **December 19, 2017, Completed**  
Efforts continued to lobby for increased resource mobilization for the Joint Programme. In 2016, Euro 11 million was mobilized from European Union and attempts also made to approach other potential donors.  
**November 15, 2017, On Schedule**  
**December 12, 2014, On Schedule**  
**January 27, 2014, On Schedule**  
**Comments**  |
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.

Rationale
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.

Operational implications
• 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.
• 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.
• 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.
• 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.
• 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.
• 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.

Management Response:
Accepted. 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&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.

**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>1. 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.</td>
<td>December 31, 2013</td>
<td>UNFPA TD/UNICEF PD</td>
<td>January 27, 2014, Completed</td>
</tr>
</tbody>
</table>
Recommendation 8 : Recommendation No. 8
To Programme Division at UNICEF and Technical Division at UNFPA
Priority level: Medium
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.

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>
</table>
| 1. 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. | December 31, 2017        | UNFPA, TD/UNICEF PD           | December 19, 2017, Completed  
Country Offices have made effort to mainstream the strategies and approaches of the Joint Programme into the country programme and inform FGM initiatives funded by other donors at national level. All the countries have a government led-coordination mechanism on issues related to FGM. 13 Countries have legal and policy frameworks banning FGM indicating enhanced government political commitment and ownership. |
|                                                                              |                           |                               | January 04, 2016, On Schedule  
16 countries have completed their baseline and 2014 M&E process. Training in Di Monitoring are currently on-going for all 16 countries. Yemen activities are on hold. |
|                                                                              |                           |                               | December 12, 2014, On Schedule  
Comments                                                                       |
|                                                                              |                           |                               | January 27, 2014, On Schedule  
Comments                                                                       |
Recommendation 9: Cluster 4. Informing the work of UNFPA and UNICEF beyond the joint programme

Recommendation No. 9
To Programme Division at UNICEF and Technical Division at UNFPA
Priority level: Medium

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.

<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 31,2017</td>
<td>UNICEF PD/UNFPA TD</td>
<td>Update above. The ongoing initiatives also informed the decision taken to strongly reflect the work to be carried out at regional and sub-regional offices through Regional and Liaison Offices in Phase III of the Joint Programme.</td>
</tr>
<tr>
<td>November 15,2017</td>
<td>On Schedule</td>
<td>All the three regional offices (ASRO, ESARO and WCARO) actively engaged in the implementation of the Joint Programme in 2016, both in terms of undertaking regional level initiatives and providing required technical support to the country offices. Operationalizing the Regional and national networks of faith-based organizations (ASRO), further engagement with the Pan African Parliament in ending FGM (ESARO), initiative to conduct Regional analysis of existing legal frameworks on FGM were among the key initiatives at regional level in 2016. More engagement was also made by liaison offices, particularly by Brussels office, in creating awareness on FGM and resource mobilization.</td>
</tr>
<tr>
<td>January 04,2016</td>
<td>On Schedule</td>
<td>This is a duplication. # regional offices are more engaged today. They have funded workplan for strengthen policy dialogue and capacity development. A lot of experience sharing between the countries are also managed by them.</td>
</tr>
<tr>
<td>January 27,2014</td>
<td>Completed</td>
<td>Comments</td>
</tr>
</tbody>
</table>
Rationale
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.

Operational implications
• 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:
  - 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?
  - Are there distinct and typical phases of change similar or identical across contexts?
  - What are relevant and measurable or observable signs of ongoing changes in social norms? To what extent do these indicators differ according to context and/or theme?
  - 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?
  - 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?
  - 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?
• 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.
• 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.

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.

**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>1. 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.</td>
<td>December 31, 2015</td>
<td>UNFPA TD/UNICEF PD</td>
<td>December 19, 2017, Completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 04, 2016, On Schedule</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 23, 2015, On Schedule</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>December 12, 2014, Delayed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>January 27, 2014, On Schedule</td>
</tr>
</tbody>
</table>
| 2. 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 | June 06, 2016 | UNFPA TD/UNICEF PD | December 19, 2017, Completed | UNFPA-UNICEF Joint Programme has initiated strong research engagement in terms of better understanding social norms and more importantly measuring of social norms change. Partnership with Drexel University (HQ level), Columbia University (WCARO) and George Washington University (Sudan) are the main initiatives to highlight in this regard.

January 04, 2016, On hold | Comments. Given the new sustainable agenda several research work are pending until the 2 UN agencies provide a clear strategic vision.

December 12, 2014, On Schedule | Comments

January 27, 2014, On Schedule | Comments |