

Evaluation report title	Year	Responsible Office	Eval. report type	Period covered	Recommendation title	Recommendation text	Recommendation status (accepted, partially accepted or rejected)	Priority (high, medium or low)	Action point title	Action point text
ASRO Regional Programme Evaluation (RPE)	2024	Arab States Regional Office	Regional Programme Evaluation (RPE)	2022-2025	Strategic level Focus	Enhance technical and operational support to COs: <ul style="list-style-type: none"> - Conduct capacity assessments and roll out well-defined country-focused support plans. - Promote a high level of consultation and participation of country office staff members at different levels in the development of the next regional programme, including its TOC. - Strengthen the existing system of responding to country office's requests to ensure agility and timeliness. - Regularize two-way regional exchanges and knowledge sharing between ASRO and COs convened by ASRO teams. - Create synergies between strategic partnerships at regional and country levels 	Accepted	High	1. Delivering a more 'country facing / country first' regional office - in terms of engagements, workplanning, strategic planning and partnerships.	1.1 Conduct in-depth COs' consultation on ASRO 2025 Workplan; 1.2. Conduct COs' consultation as part of the new RPD Cycle; 1.3 Map, standardise and ensure effectiveness of all ASRO communities of practice; 1.4. Conduct mid-year review with COs of progress against the regional annual workplan and TOPS requests for course correction as neccessary; 1.5 Further integrate results of regional strategic partnership with country level work (ensuring stronger two-way engagemnets)
					Strategic level Focus	Facilitate a more conducive environment for RM at regional and country level in all settings: <ul style="list-style-type: none"> - Facilitate robust resource mobilisation and adaptive financing strategies at regional and country office levels . Track progress of the implementation of these strategies with specific timelines and measurable outcomes. - Map and assess funding and financing (IFIs, private sector, and government financing) opportunities at the 3 TRs and outcome levels (in development and humanitarian settings) - Co-formulate with regional teams and COs UNFPA's added value and create incentives for donors and financiers - Engage with strategic partners and leverage their comparative advantage as entry points to facilitate the transition to funding and financing (e.g. WHO and Universal Health Coverage), including through joint programmes - Regularly build capacities of RO and COs teams to mobilize resources, including innovative financing mechanisms. 	Accepted	High	2. Resource Mobilization (RM) and Partnership (P) architecture and strategic approach that is forward looking, predictable, and sustainable.	2.1 Design and implement under Regional level oversight Integrated RM and P Plans for new Country Programmes in place, targeting a well composed approach to RM that is predictable and sustainable; 2.2 Put in place a tracking system for co-financing targets set at Regional and Country levels in coordination with PFFB; 2.3 Conduct a mapping of priority untapped donor funding and financing opportunities, including IFIs and private sector and Foundations; 2.4 Develop advocacy materials and enhance dissemination with donors and partners for both developmental and humanitarian crises (eg. Situation Reports, humanitarian overviews Syria/Yemen, videos, infographics); 2.5 Leverage partnership with sister organizations for development of Joint Programmes and leveraging funding and financing including at the Regional level; currently formulating a migration proposal with Regional IOM/WHO-EMRO.
					Strategic level Focus	Strengthen the timely recruitment, utilization and retention of UNFPA's workforce: <ul style="list-style-type: none"> - Capitalize more on the use of rosters, especially for core UNFPA functions - Locate and address the root causes of retention challenges and vacancy rates in ASRO and COs (e.g. office culture, flexible working arrangements, recognition and rewards, learning and development, career growth) - Incorporate mentorship programs to retain talent and transfer knowledge within the organisation. - ASRO to engage with headquarters on ways to reduce bottlenecks in recruitment process and expedite hiring. - Develop a succession planning strategy to manage staff turnover effectively. 	Accepted	High	3. Creation of skills taxonomy in Arab States Region and Roster of Pre-approved FTA and TA staff for deployments in 'commonly' recruited functions. Mentorship programme pilot is underway in AS region, with 10 paired mentors/mentees	3.1. Launch a rostering exercise for recurrent posts (i.e. GBV, SRH) with a view to be able to quickly address / deploy temporary and medium term staffing needs and keep the vacancy rate at 14%; 3.2 Monitor progress/lessons learned together with DHR on the mentorship programme across the region, 3.3 ASRO HRFPs have monthly standing meetings with Reps and HoOs / local HRFPs precisely to plan and manage turnover smoothly

					Strategic Level Focus	<p>Sharpen UNFPA's position in relation to relevant megatrends (such as climate change and ageing) and UNSDG transitions in the development of the next regional programme:</p> <ul style="list-style-type: none"> - Strengthen the integration of megatrends by: (i) prioritizing the key relevant megatrends for UNFPA mandate (e.g. Climate change, ageing,...); (ii) integrating these prioritized megatrends in studies and research, programme implementation, monitoring frameworks and reporting; and (iii) develop a mechanism to share the studies' outcomes with relevant stakeholders, including through interagency collaborations. - Consolidate and share UNFPA's key messages and position on the prioritized megatrends/UNSDG transitions with staff members, including regional consultation workshops with COs - Invest in capacities with new expertise in these relatively new areas in the regional office - ASRO to engage with headquarters on ways to incorporate guidance on addressing ageing and HIV/AIDS in alignment with the 3 TRs to strengthen UNFPA's external positioning. 	Accepted	Medium	4. Analysis, integration of relevant megatrends and UNSDG transitions for / in the next regional programme.	4.1 As part of the regional programme development - conduct analysis of the megatrends and UNSDG transitions, and integrate relevant components accordingly. 4.2. Ahead of the finalisation of the regional programme - work on climate change is already proceeding, and in 2025, ASRO will (a) Launch the regional climate change community of practice, (b) provide technical support to COs on climate-resilient / climate-responsive programming for UNFPA, (c) develop a practical guidance on how UNFPA COs can engage in climate change, (d) articulate and contribute to the global symposium to develop UNFPA's value proposition and programmatic guidance on climate change for country offices. 4.3 Ahead of the finalisation of the regional programme - work on demographic is already proceeding as part of our mandate work, and in 2025, ASRO will adapt a Population Situation Analysis approach based on the corporate guidance and experience from other regions to support country offices in generating and integrating evidence on demographic change into national development plans, policies, strategies and other frameworks. 4.4 ASRO will be undertaking a HR organisational review and realignment in 2025, and will look at the skills needed to deliver on the regional programme - incorporating the above mentioned megatrend analysis.
					Strategic Level Focus	<p>Promote systemic and integrated cross-teams' coordination, collaboration and programming:</p> <ul style="list-style-type: none"> - Ensure that outputs of the next Regional Programme are more integrated, and teams work more collaboratively with more joint accountabilities. - Introduce mechanisms to improve cross-team communications and operational coordination. - Generate clarity on roles and responsibilities of different technical and enabling functions to minimize fragmented processes. 	Accepted	Medium	5. Integrated Programming	5.1 The outputs - drawn from the new SP - will each have a lead who coordinates the different thematic areas and quarterly meetings focused on the outputs and indicators will promote more coordination, collaboration in programming.
					Strategic Level Focus	<p>Encourage regular regional exchanges and knowledge sharing between COs:</p> <ul style="list-style-type: none"> - Organize more proactive and innovative regional exchange and coordination activities, and training programmes tailored to the priorities and needs of COs. - Encourage in person or virtual country exchange visits to facilitate real-time collaboration. - Promote documentation and publication of successful case studies. 	Accepted	Medium	6. Enhanced Knowledge Management.	<p><i>Overarching:</i> 6.1 Knowledge sharing and regional exchanges will be promoted through different mechanisms, integrating supporting South South Collaboration, and country-to-country expertise sharing through such initiatives as conducting more focused and demand driven webinars and virtual sessions, the organization of face to face consultations.</p> <p><i>Some thematic focused initiatives follow.</i> 6.2 Establishment of a Dynamic Knowledge Hub an online platform (microsite) serving as a central repository for resources, best practices, and evidence-based interventions on adolescents and youth and conducting webinars and virtual sessions including with a focus on key humanitarian topics. 6.3 Support GBV AoR Coordinators in strengthening the work of the GBV AoR including on technical, policy, advocacy and preparedness and support the HRP and 3RP countries to enhance donor relations, resource mobilization and grant management, including through the organization of face to face consultations.</p>

					Programme Focus	<p>Enhance institutionalization and intelligence on accelerators with clear utilisation, guidance and monitoring frameworks:</p> <ul style="list-style-type: none"> - Agree on what makes an accelerator an “accelerator”. Clear criteria are required to be able to consider a principle an “accelerator” (e.g. demonstrated improvement of programme implementation, entry point to resource mobilization,...). Such criteria are to be discussed among regional and country office teams and to be agreed upon. - Take stock of existing “accelerators” against the newly agreed criteria. The evaluation report provides a detailed picture of each accelerator. - Collect consensus on the fitness for purpose of each accelerator and decide to keep, tweak or remove accelerators. - Promote the adoption of each accelerator through clear ownership/accountability, mainstreaming in programme areas across the programme cycle (planning, implementation, reporting), and capacity building on UNFPA’s stance about the value added of an accelerator and how to operationalize it/reflect it in a given programme. - Establish a uniform and flexible M&E framework with specific indicators to track the adoption and effectiveness of each accelerator, integrating this framework into the RP and COs’ CPDs. - Provide regular training and support for COs’ staff to ensure proper understanding and implementation for adaptation to local contexts. This standardization will reduce ambiguity and varied interpretations. 	Accepted	Medium	7. Enhanced acceleration for programming	7.1 The RO will carefully assess and take into account the principles of acceleration, drawn from the new SP approach, during the development of the new Regional Programme. The new SP is seemingly taking a different approach to accelerators, which will be adapted accordingly. Specifically certain factors will be taken into account to ensure the principle of LNOB. These factors will be agreed upon when developing the Regional Programme so they can be tracked and will be built into the indicators and M & E Framework.
					Programme Focus	<p>Institutionalize data and evidence-based programming:</p> <ul style="list-style-type: none"> - Complete the data portal as a one stop-shop for population data and data related to the three TRs in the region - Encourage and incentivize data sharing by governments - Leverage technologies and innovative methodologies to collect and analyze data, as well as to make estimations where data is lacking (e.g. small area estimation, geospatial mapping, AI and advanced data analytics), including through fostering partnerships with tech companies and NGOs. 	Accepted	High	8. Evidence Based programming strengthened	8.1 Conduct a training for program staff in country offices and at the regional office to enhance their capacity to use data in the UNFPA Population Data Portal for SRHR programming. 8.2 Continuing from efforts started in 2024, ASRO will work with selected countries with significant population data gaps due to conflict and instability to apply innovative geospatial population estimation techniques. 8.3 Conduct training for national statistical organizations on census thematic analysis to both enhance the analysis, dissemination and use of census data and promote a culture of data sharing.
					Programme Focus	<p>Mainstream social norms more strongly into programming, especially in gender and youth areas:</p> <ul style="list-style-type: none"> - Facilitate evidence generation and knowledge sharing on what works regarding mainstreaming and changing social norms based on different country successes - Provide clear guidance and training (including on the creation of community-led interventions) for COs, national partners and practitioners on addressing social norms, and on embedding social norms in programme design and implementation, with regular M&E. - Consider integrating and supporting COs in adopting C4D approaches as evidence-based tools for behavior change. - Build capacities of national institutions with an expanded training program on social norms. - Establish partnerships with local research bodies to improve the collection and analysis of social norms data. 	Accepted	High	9. Integrate social norms into programming	The RO will work on phased approach to strengthen the work on the social norms as follows: 9.1 Conduct a stock-taking exercise to map COs working on social norms, collect knowledge products, and document progress. 9.2 Develop the ASRO Theory of Change on Social Norms by engaging GBV, SRH, youth, humanitarian, innovation, and PD teams, using the global social norms manual and relevant tools. 9.3 Establish a Community of Practice (regional and/or country level) to foster collaboration and learning. 9.4 Collaborate with UNICEF MENARO to strengthen SBC approaches by mapping COs’ current status, developing contextualized tools, and providing technical support, including ideation and validation workshops. 9.5 EmpowerED Programme towards universal access to CSE for Adolescents and Youth: This program focuses on gender-transformative comprehensive sexuality education (CSE), particularly for adolescent girls, through targeted CSE interventions.

					<p>Programme Focus</p> <p>Scale up humanitarian action with an emphasis on preparedness capacities.:</p> <ul style="list-style-type: none"> - Adopt a holistic approach that allows more comprehensive risk analyses and response plans for all country offices (in all settings) to allow progress towards UNFPA mandate. - Invest more resources to expand the humanitarian team. Map existing staff skill sets and capacities to the humanitarian response needs, identify gaps and working towards filling them. - Continue to step up preparedness functions within UNFPA (RO and all COs in the region) and member states (e.g. risk analyses, readiness assessments and capacity building programs focused on MISP, supply prepositioning, FTPs procurement, SURGE recruitment, and financial management). - Enhance partnerships with governments to foster ownership and sustainability of humanitarian efforts. - Ensure humanitarian to development transition scenarios are regularly planned and coordinated with ASRO programme teams. - Implement flexible and adaptable monitoring indicators to ensure responsiveness to evolving priorities in humanitarian setting. - Improve the alignment of the Regional Humanitarian Hub for Syria and the Arab States with ASRO's objectives. 	Accepted	High	10. Increase Preparedness Capacities	<p>Ensure regional rollout of the corporate Emergency Policies and Procedures (EPP) which will enter into effect on 1 March 2025 and replace the FTPs. 10.1 After a regional training of ASRO staff by HRD, ASRO will cascade the learning to CO staff to be able to implement the new EPP related to risk analysis and the development of a programmatic and operational response plan in line with L1 / L2 / L3 classifications which in itself will also serve as a preparedness measure for COs. 10.2 The humanitarian team recently organized an in-person regional preparedness and contingency planning workshop for all 15 COs in 2024. There will be a series of quarterly virtual sessions focusing on key humanitarian topics to be discussed with COs at an inter-active level. 10.3 The corporate MPAs/ APAs are being finalized and, once endorsed, regional learning sessions will be organized with COs including the follow-up on compliance with MPAs as part of SIS. 10.4 The humanitarian team aims to prepare a regional resource mobilization concept note / proposal to attract funding for regional humanitarian initiatives that would also include strengthening of humanitarian staff capacity / resourcing at regional level. 10.5 Following the fall of the Assad regime in Syria in December 2024, there is a change in the geopolitical context for the Whole of Syria (WoS) approach. As the relevance of the WOS approach under the new realities is being analysed at UN inter-agency / MS level, ASRO will updated the foresight paper for the transition of the Amman Hub and the Gaziantep / Türkiye cross-border hub into the Syria CO and ASRO as relevant and feasible.</p>
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