

UNFPA Management Response to Evaluation

MANAGEMENT RESPONSE	
Country, Region or HQ division/unit that commissioned the evaluation	Cambodia-ASIA
Evaluation Title	UNFPA Cambodia Country Programme Evaluation : Fourth Programme Cycle, 2011-2015
Year of the evaluation	2015
Type and/or focus area of evaluation	CountryProgEval
MR submission date	August 31, 2015
Approved By	
Evaluation Manager	Saky Lim, Programme Officer, Cambodia
General Management Response	The Country Office accepts most of the recommendations made by the Country Programme Evaluation team, details are in the report. For the accepted or partially accepted management responses, we propose actions accordingly starting this year and to continue in the next Country Programme 2016-2018.

RECOMMENDATIONS	
Recomendation 1	Increased availability and use of Sexual and Reproductive Health Services: Continue to focus on key interventions that have proven successful including family planning, skilled birth attendance and midwifery training and access to quality EmONC services, in particular in remote areas and where lack of access is persistent.
Management Response	Accepted
Comments	Accepted by UNFPA Cambodia Office.

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
				Status	Comments
1.1	Key interventions including family planning, skilled birth attendance, midwifery training and EmONC, with a focus on remote areas, are incorporated in the new country programme 2016 – 2018 Country Programme Documents (CPD) and Country Programme Action Plan (CPAP)	June 30,2016	Outcome 1: SRH	August 07,2015	
Recommendation 2			Increased availability and use of Sexual and Reproductive Health Services: Provide technical and financial support to MoH for the development of a Human Resource Capacity Assessment and Improvement Plan, identifying skill gaps of midwives and other medical staff. In response to the capacity gaps, UNFPA should support the MoH's Department of Human Resource and the national reproductive health programme to update the national midwifery curriculum to be standardized in line with the WHO/ICM Standard. Moreover, providing routine coaching/supervision of midwives trained and further follow up on the regulations/norms/standards for midwifery training in order to enhance the quality of EmONC services.		
Management Response			Partially Accepted		

Comments		The Human Resource Capacity Assessment and Improvement Plan is the role of WHO with the Ministry of Health and the process of reviewing the Health Human Resource Assessment and updating the Health Human Resource Improvement/Development Plan is underway, with WHO's financial and technical support. UNFPA needs to focus only on midwifery in view of the new Strategic Plan 2014-2017.				
	No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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	2.1	Midwifery training curriculum reviewed and updated in line with ICM/WHO standards and in collaboration with WHO with a focus on pre-service training to be provided to midwives.	June 30,2016	Outcome 1: SRH	August 07,2015	
	2.2	Routine coaching and supervision of trained midwives, in particular in the area of EmONC is taken into account as part of the new country programme 2016 – 2018 CPD and CPAP	December 31,2015	Outcome 1: SRH	August 07,2015	
Recommendation 3		Increased availability and use of Sexual and Reproductive Health Services: include a focus on awareness raising and interventions on family planning including men in the approach to family planning.				
Management Response		Partially Accepted				

Comments	Awareness on family is very high from all CDHS's conducted which is in the range of 95%, thus there is no need to focus much more on awareness raising interventions. But rather, it is imperative to focus programme efforts on improving positive behavior and attitude toward family planning as well as to reach out to young people through media intervention on family planning.
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3.1	Continue to advocate with the Ministry of Health and the MEF to increase the national budget for contraceptive procurement at least at US\$500,000 by 2016 (from US\$200,000 in 2015).	June 30,2016	Outcome 1: SRH	August 07,2015	
3.2	Family planning interventions, men involvement in reproductive health and family planning, improvement of RH/FP and HIV linkage and media interventions on family planning for young people will be incorporated into the new country programme 2016 – 2018 in the CPAP	June 30,2016	Outcome 1: SRH	August 07,2015	

Recomendation 4	Priority on Adolescents and Youth: Increase attention to access to quality SRH/FP information and services of youth, including youth friendly clinical services, in particular vulnerable and marginalized groups including mobile/migrant workers, EWs and un-reached youth. Continue support to the SMART girl programme, CSE for school students and out of school youth and support to the Love9 programme.
Management Response	Partially Accepted
Comments	While it is agreed that the nature of programmatic focus will be along the line of the recommendation, engaging with specific programmes currently implemented by NGO implementing partners might not necessarily be guaranteed given the UNFPA policy in relation to IP selection as part of the new country programme. Specific interventions requiring partnership with civil society organizations will be determined through a competitive selection process.

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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4.1	Support to NMCHC to update the National Guideline on Youth Friendly Services (YFS) to focus on quality SRH/FP information and services for youth	December 31,2016	Outcome 1: SRH and Outcome 2: Youth	August 07,2015	
4.2	Incorporate quality SRH/FP information and services for youth, including youth friendly clinical services, in particular vulnerable and marginalized groups including mobile/migrant workers into new CPAP 2016-2018.	December 31,2015	Outcome 1: SRH and Outcome 2: Youth	August 07,2015	
4.3	Continue to support intervention on strengthening quality of the integration of FP and HIV/AIDS among EWs and incorporate into new CPAP 2016-2018	December 31,2015	Outcome 2: Youth	August 07,2015	
4.4	Incorporate support to MoEYS on integration of CSE for in school youth into new CPAP 2016-2018	December 31,2015	Outcome 2: Youth	August 07,2015	

Recomendation 5	Priority on Adolescents and Youth: Play a leadership role in addressing teenage and unwanted pregnancies, making use of the quantitative data of the CDHS and advocating for adequate national and sub-national responses. Provide support to address teenage pregnancies, including attention to the age of first marriage, educational performance, exposure to family planning messages on mass media and of use of contraceptives by youth, all identified as entry points in the UNFPA supported study on teenage pregnancy in Cambodia. Seek linkage with other UN agencies as part of the UNDAF process to address the issue of teenage pregnancies from multiple perspectives, making use of an integrated holistic approach.
Management Response	Accepted
Comments	The support to mass media intervention on family planning messages for adolescent and youth has been proposed under the Recommendation #4 above. UNFPA has been taking the lead among the UNCT as well as chairing the UN Youth Task Force as indicated in the Recommendation #6.

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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5.1	Conduct secondary CDHS analysis on adolescent and teenage pregnancy	December 31,2016	Outcome 4: PD and Outcome 1: SRH	August 07,2015	
5.2	Advocate for incorporation of adolescent and teenage pregnancy as a priority in the new Health Strategic Plan	June 30,2016	Outcome 1: SRH	August 07,2015	
5.3	Advocate for incorporation of adolescent and teenage pregnancy as a priority in sub-national plans	December 31,2017	Outcome 1: SRH; Outcome 2: Youth; and Outcome 4: PD	August 07,2015	

5.4	Develop behaviour change and communications strategy for adolescent and youth sexual reproductive health	December 31,2016	Outcome 1: SRH; Outcome 2: Youth; Outcome 3: Gender & Outcome 4: PD	August 07,2015	
5.5	Integration of CSE into routine education curriculum will be incorporated in the new CPAP 2016-2018	December 31,2015	Outcome 2: Youth	August 07,2015	
Recommendation 6			Priority on Adolescents and Youth: Continue support to the Youth Advisory Panel and chairing of the UN Youth Task Force by UNFPA as part of the focus on youth and adolescents in the programme, further developing cooperation on youth across the UN agencies.		
Management Response			Accepted		
Comments					

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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6.1	Pending discussion with the UN Resident Coordinator, organize the regular United Nations Youth Task Force (UNYTF) meetings	June 30,2016	Senior Management Team	August 07,2015	
6.2	Extend the Youth Advisory Panel (YAP) network	June 30,2016	Senior Management Team	August 07,2015	
6.3	Provide update to the United Nations Country Team (UNCT) on the youth issues on a regular basis	December 31,2016	Senior Management Team	August 07,2015	
Recomendation 7			Priority on Adolescents and Youth: Work with civil society organizations on youth and adolescents' voice, their access to information and their role in accountability regarding access to and quality of SRH and VAW services. Provide support to ensure that adolescents and youth, in particular women and girls and other vulnerable groups, can make use of adequate means and platforms to raise their voices and make their needs known, especially during government planning processes at national and sub-national levels.		
Management Response			Accepted		
Comments					

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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7.1	Support capacity development of programme planners, youth leaders, youth organizations to advocate for inclusion of youth priorities in national policies and programmes in prioritized locations will be incorporated in the new CPAP 2016-2018	December 31,2015	Outcome 2: Youth	August 07,2015	
Recommendation 8			Priority on Adolescents and Youth: Support the development of a simple monitoring mechanism to the youth development policy and train selected stakeholder in target provinces to use this tool to assess local situation of youth. Follow up on the implementation of the youth policy.		
Management Response			Partially Accepted		
Comments			Given the highly political sensitivity of multi support to implementation of the National Policy for Youth Development and the long delay in establishing a high level coordination mechanism, this support may require a significant amount of time to engage the appropriate ministerial level to reach a consensus as to who to take the leadership role in coordinating, implementing and monitoring of the policy.		

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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8.1	Advocate with the National Youth Council/MoEYS for inter-ministerial support to make available the monitoring and evaluation framework of the National Policy for Youth Development	December 31,2016	Outcome 2: Youth	August 07,2015	
8.2	Support the conduct of meetings/workshops to measure progress of implementation of the National Policy for Youth Development	December 31,2016	Outcome 2: Youth	August 07,2015	
Recomendation 9			Priority on Adolescents and Youth: Support to the development of student learning materials for the implementation of the CSE curriculum and strengthening of the quality of CSE programme through close follow-up and monitoring of results.		
Management Response			Partially Accepted		
Comments			The Country Office considers the support to the development of student learning materials for the implementation of the CSE curriculum and strengthening of the quality of CSE a priority for the next CPAP 2016-2018 and has been working hard to officially integrate the CSE into the national curriculum. However, the successful integration of the CSE to become a mandatory subject would be completely dependent on the commitment of and policy decisions by the Ministry of Education, Youth and Sports.		

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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9.1	Support the integration and implementation of the CSE curriculum as a mandatory subject and strengthen the quality of CSE programme through revisions to student text books and learning materials as well as teaching aids and provide close follow-up and monitoring of results	June 30,2017	Outcome 2: Youth	August 07,2015	
Recommendation 10			Advanced Gender Equality and women's and girls' empowerment: Prioritize and concentrate UNFPA support to VAW with a focus on SRH by utilizing the national guideline for managing violence against women and children in the health system and the clinical guideline for health officials. Support the effective involvement of men and boys to the prevention of VAW through strengthening the multi-coordinated response mechanism in pilot areas in coordination with all relevant stakeholders including WCCC/CCWC, PDoWA and other line departments at provincial level, police, health officials and civil society organizations.		
Management Response			Partially Accepted		
Comments			The government has no multi-coordinated response for VAW in place. At the moment, this type of intervention relies on NGO support. The CO will address this issue from the health angle, and therefore support MoH to initiate the health sector component for multi-sectoral response to VAW/G in UNFPA prioritizes location.		

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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10.1	Support MoH to develop and launch National Guidelines for Management of Violence Against Women and Children in Health Sector.	June 30,2016	Outcome 3: Gender & Outcome 1: SRH	August 07,2015	
10.2	Support MoH on testing of Clinical Handbook on Health Care for Women Subjected to Intimate Partner Violence or Sexual Violence.	December 31,2016	Outcome 1: SRH & Outcome 3: Gender	August 07,2015	
10.3	Design a targeted intervention to engage men and boys in the prevention of VAW and roll out in UNFPA target locations in the CPAP 2016 - 2018	June 30,2016	Outcome 3: Gender	August 07,2015	
Recommendation 11			Advanced Gender Equality and women's and girls' empowerment: Support the implementation and monitoring and evaluation of the NAPVAW II, including the assessment of intermediate level changes in the period in between the assessment of higher level VAW indicators through the CDHS.		
Management Response			Accepted		
Comments					

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11.1	Support the implementation and monitoring and evaluation of the NAPVAW II will be incorporated into the new CPAP 2016-2018	December 31,2015	Outcome 3: Gender	August 07,2015	
11.2	Conduct in-depth analysis on VAW/DV from 2014 CDHS data	December 31,2016	Outcome 3: Gender & Outcome 4: PD	August 07,2015	
Recommendation 12			Advanced Gender Equality and women's and girls' empowerment: Focus UNFPA's intervention to gender mainstreaming in the MOP and MOH as a core area and provide direct support to those two GMAGs, with technical support from MOWA. Assist MOP and MOH to secure the essential national budget for GMAG work through supporting and strengthening MOWAs advocacy role.		
Management Response			Accepted		
Comments					

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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12.1	Support to strengthen the advocacy role of MoWA in supporting the gender mainstreaming in line ministries through the conduct of annual gathering of GMAGs of line ministries including those from MoH and MoP to review progress of their advocacy and gender mainstreaming work, identify constraints and share lessons learnt among the groups.	December 31,2015	Outcome 3: Gender	August 07,2015	
12.2	Support GMAG of MoH to provide gender mainstreaming training into the health sector as well as to provide supportive supervision to the GMAG at provincial level.	December 31,2015	Outcome 1: SRH & Outcome 3: Gender	August 07,2015	
12.3	Support GMAG of MoP to conduct advanced training course on gender mainstreaming in statistics and planning	December 31,2015	Outcome 3: Gender & Outcome 4: PD	August 07,2015	

Recomendation 13	Advanced Gender Equality and women's and girls' empowerment: Continue contributing to the PBA in gender in order to enhance aid-effectiveness and to ensure coordination of UNFPA support with the inputs of other development partners in a harmonized approach in line with Government policies on VAW and NAPVAW II.								
Management Response	Rejected								
Comments	There has been no concrete action by the government especially the Ministry of Women's Affairs in moving toward the programme based approach. Despite having worked in pushing for this PBA at MoWA, along with other key development partners, no major move has been demonstrated and the PBA elements remain unclear and fragmented. The required systems for a PBA have not taken shape. The CO continue to monitor the developments in this area, but will not be committed to supporting the PBA at MoWA in the next country programme until there is a clear and comprehensive PBA picture, not to mention the readiness of the lead government ministry. UNFPA will participate in relevant coordination working groups under the Minsitry of Women including the Technical working groups on GBV and Gender as well as the UN theme group on gender to ensure a coordinated approach.								
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Status	Comments								
Recomendation 14	Strengthened policies through evidence-based analysis of population dynamics: Continue support to the CDHS, Census data gathering and the preparations for the census of 2018 as well as support to other population related surveys.								

Management Response	Accepted
Comments	

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
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14.1	Continue to support MoP to complete 2014 CDHS	December 31,2015	Outcome 4: PD	August 07,2015	
14.2	Support dissemination of the full report of 2014 CDHS at national level.	December 31,2015	Outcome 4: PD	August 07,2015	
14.3	Conduct further data analysis of 2014 CDHS	December 31,2016	Outcome 4: PD; Outcome 1: SRH; and Outcome 3: Gender	August 07,2015	
14.4	Support to complete the 2018 General Population Census Plan including resources mobilization	December 31,2016	Senior Management Team & Outcome 4: PD	August 07,2015	
14.5	Contribute to supporting the conduct of the 2018 General Population Census (data collection and processing) through provision of relevant technical assistance and capacity building	December 31,2018	Outcome 4: PD & Outcome 3: Gender	August 07,2015	

Recomendation 15		Strengthened policies through evidence-based analysis of population dynamics: Support planners of selected line Ministries (in particular MOH, MOWA and MOEYS) at national and sub-national levels (in UNFPA focus areas at the sub-national level) to enhance statistical capacities and skills in analysis of disaggregated data, increasing in this way the use made of available data.							
Management Response		Partially Accepted							
Comments		The National Institute of Statistics is currently equipped with enhanced statistical capacity following years of support from various development partners. UNFPA Cambodia Office would continue, given our priority of focus, on strengthening the NIS skills in analysis of population data in order to identify and address socio-economic disparities in the country for national and sub-national planning purposes.							
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	15.1	Support to enhancing skills in analysis using 2014 CDHS data of selected planners from MOH, MOWA and MOEYS and relevant sectoral departments at provincial level will be incorporated in the new CPAP 2016-2018	December 31,2015	Outcome 1: SRH; Outcome 2: Youth; Outcome 3: Gender and Outcome 4: PD	<table border="1"> <tr> <td>August 07,2015</td> <td></td> </tr> </table>	August 07,2015			
August 07,2015									

Recomendation 16		Strengthened policies through evidence-based analysis of population dynamics: Continue support to the review of the Cambodia Population Policy and to support the development of policies on key population issues as these emerge, including ageing, migration and urbanization.							
Management Response		Accepted							
Comments									
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	16.1	Provide technical assistance to the Ministry of Planning on the revision of the National Population Policy to be further used as the overall updated framework to address emerging ageing, migration and urbanization issues.	December 31,2015	Senior Management Team & Outcome 4: PD	<table border="1"> <tr> <td>August 07,2015</td> <td></td> </tr> </table>	August 07,2015			
August 07,2015									
Recomendation 17		Strengthened policies through evidence-based analysis of population dynamics: Continue support to Provincial and District councils in their strengthening of the WCCC at provincial and CCWC at district and commune levels: a) continue support to sensitization of sub-national administration (provincial and district councils) on SRH, maternal health, family planning, VAW, and youth SRH priorities and advocate for increased resource allocation to these priority interventions as part of social development issues;							
Management Response		Accepted							
Comments									

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17.1	Support the revision and finalization of sub-national planning guidelines and instruments to ensure appropriate reflection of SRH, maternal health, family planning, VAW and youth issues.	June 30,2016	Outcome 2: Youth; Outcome 1: SRH; Outcome 3: Gender & Outcome 4: PD	August 07,2015	
17.2	Support to sensitization of sub-national planner in prioritized locations to the issues of SRH, maternal health, family planning, VAW and youth and allocation of budget in their development plans.	December 31,2017	Outcome 2: Youth; Outcome 1: SRH; Outcome 3: Gender & Outcome 4: PD	August 07,2015	

17.3	Make available advocacy materials for sub-national level planners on SRH, maternal health, family planning, VAW, and youth SRH priorities	December 31,2016	Outcome 2: Youth; Outcome 1: SRH; Outcome 3: Gender & Outcome 4: PD	August 07,2015	
Recomendation 18			Strengthened policies through evidence-based analysis of population dynamics: Continue support to Provincial and District councils in their strengthening of the WCCC at provincial and CCWC at district and commune levels: b) focus efforts at the district level which is the main level for allocation of decentralized social development functions in the IP3-II, with a focus on support functions of the province and implementation functions at selected communes within each of a number of selected districts.		
Management Response			Accepted		
Comments					

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18.1	Support the development of District/Municipality Social Services Manual to promote attention on social issues including SRH, family planning, maternal health, engaging young people and addressing violence against women using and analyzing available evidence.	December 31,2016	Outcome 2: Youth; Outcome 1: SRH; Outcome 3: Gender & Outcome 4: PD	August 07,2015	
18.2	Support the development, testing, finalization and implementation of District/Municipality Charter to reflect inclusive social issues, among others, such as SRH, VAW, engaging women, young people and other vulnerable populations including ageing and migrants in district planning process.	December 31,2015	Outcome 2: Youth; Outcome 1: SRH; Outcome 3: Gender & Outcome 4: PD	August 07,2015	

Recomendation 19		Strengthened policies through evidence-based analysis of population dynamics: Continue support to Provincial and District councils in their strengthening of the WCCC at provincial and CCWC at district and commune levels: c) phase out the payment of USD 500 and use these resources to focus on capacity development for a more pro-active role of the committee in the democratization process, making use of sharing of learning across WCCCs and CCWCs.							
Management Response		Accepted							
Comments									
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	19.1	Refocus UNFPA support by phasing out from providing focused grants (USD500) to communes to strengthening capacity of district planners on SRH, maternal health, family planning, VAW and youth issues as reflected in the new CPAP 2016-2018	December 31,2015	Outcome 4: PD	<table border="1"> <tr> <td>August 07,2015</td> <td></td> </tr> </table>	August 07,2015			
August 07,2015									
Recomendation 20		Strengthened policies through evidence-based analysis of population dynamics: Continue support to Provincial and District councils in their strengthening of the WCCC at provincial and CCWC at district and commune levels: d) advocate for the allocation of at least a few percentage points of total commune investment budget to social development issues to compensate for the loss of UNFPA budget.							
Management Response		Accepted							
Comments									

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20.1	Conduct Commune/Sangkat Survey on Expenditures for Social Services, identifying enabling and constraint factors to inform the revision of sub-national planning and budgeting policy and guidelines and advocate for increased investment on social issues, including SRH, gender/VAW, and youth issues by communes.	December 31,2015	Outcome 4: PD	August 07,2015	
Recommendation 21			Strengthened policies through evidence-based analysis of population dynamics: Continue support to Provincial and District councils in their strengthening of the WCCC at provincial and CCWC at district and commune levels: e) enhance monitoring at district and provincial level with inputs from commune level, in order for experiences and learnings to be captured so that the initiative can serve as a model for other regions in Cambodia.		
Management Response			Rejected		

Comments		There is a clear division of labour among the development partners working in the D&D sector. In the IP3 Phase II, it is envisaged the M&E capacity of these two levels will be strengthened, and will be supported by other development partners.. The IP3 Phase is currently moving toward this direction by working to strengthen an integrated planning system for both provincial and district levels where the sub-national development efforts are to be systematically planned and monitored for progress. Therefore, UNFPA is not well placed to work in this area, rather focuses on sensitization for effective planning.							
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Recomendation 22		Strengthened policies through evidence-based analysis of population dynamics: Continue support to Provincial and District councils in their strengthening of the WCCC at provincial and CCWC at district and commune levels: f) work with NGOs on the demand side of the equation, strengthening citizen's engagement and aspects of accountability through district and commune councils.							
Management Response		Rejected							

Comments		The National Committee for Sub-national Democratic Development (NCDD) in collaboration with key development partners has developed a National Strategic Framework on Social Accountability and the Implementation Plan for the Social Accountability Framework (ISAF) for 2015-2018. Through this ISAF, the government is working with civil society organizations in selected districts/provinces to strengthen the accountability of services providers and civil engagement. UNFPA will be working with the NCDDS and the Ministry of Planning to ensure that the review of the sub-national planning guidelines incorporate a focus of including young people in the sub-national planning process, and at the same time build capacity of planners at sub-national level.							
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Recomendation 23		Strengthened policies through evidence-based analysis of population dynamics: Continue support to Provincial and District councils in their strengthening of the WCCC at provincial and CCWC at district and commune levels: g) agree with UNICEF on a division of support in geographical terms and sharing of experiences and learnings on a regular basis.							
Management Response		Partially Accepted							

Comments	<p>This recommendation is not relevant as the nature of work is covered in the ongoing collaboration. UNFPA and UNICEF teams both at the senior management and technical levels regularly meet in relevant platforms (Technical Working Group on Decentralization and Deconcentration and donor working Group on D&D) that hold discussions on issues related to Decentralization & Deconcentration (D&D) in addition to daily conversations through emails and other means. In such platforms, both UNFPA and UNICEF raised, exchanged and discussed issues of common interest. The country office will continue to maintain this information sharing avenues to ensure that our programmes avoid overlap and produce synergies. The above nature of work will be carried on in the formulation of the UNFPA Country Programme Action Plan 2016-2018 where UNICEF will be invited to be part of the consultative process to ensure proper coordination of interventions and identify synergies where appropriate.</p>
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23.1	Coordinate support with UNICEF as part of the 2016-2018 CPAP planning process to ensure that the provincial level planners, especially the planning mechanisms, the Councils and Board of Governors in prioritized locations incorporate and monitor women and youth issues and needs and reach out to the hard-to-reach groups as appropriate.	December 31,2015	Senior Management Team; Outcome 2: Youth; Outcome 1: SRH; Outcome 3: Gender & Outcome 4: PD	August 07,2015	
Recomendation 24			Strengthened policies through evidence-based analysis of population dynamics: Explore options to support strengthening data gathering of local level population database to enhance quality and their use for sub-national planning.		
Management Response			Rejected		

Comments		<p>In large part due to the existing institutional arrangement, efforts to work on CDB improvement appear to be off-limit to prospective external development partners. The local population database used by commune planners provides some useful information for their planning purpose. It covers a wide range of socio-economic indicators of each commune and the data is aggregated at provincial level. Data from this database is generated and updated annually by village chiefs under the overall support of the Ministry of Planning. However, there is a strong need for institutional arrangement in such a way that the Ministry of Planning recalibrates the national statistical system to allow entry point whereby the CDB has a clear linkage with the central statistical database (CamInfo, CensusInfo). This requires a bold move in addition to strong political will on the part of the government. Not until this is in place any such attempt is unlikely to make a dent.</p>					
	No.	Key Action(s)	Deadline	Responsible unit(s)	<p>Semiannual implementation status updates (reports will be generated on June 30 and December 31)</p> <table border="1"> <tr> <td>Status</td> <td>Comments</td> </tr> </table>	Status	Comments
Status	Comments						
Recommendation 25		<p>Reorient the programme to the new UNFPA strategic directions and adapt the focus of the PD and gender components of the programme to relate directly with SRH issues, bringing them in line with the comparative advantage of UNFPA in Cambodia.</p>					
Management Response		<p>Accepted</p>					

Comments	The new CPD 2016-2018 which is currently under development has fully taken this focus into account by completely aligning with the UNFPA Strategic Plan focus and the comparative advantage of UNFPA. The resources distribution is based on the SP formula where the majority of which goes to Outcome 1 (Sexual Reproductive Health).
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No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
				Status	Comments
25.1	Develop CPAP to be in line with the UNFPA strategic plan and incorporate lessons learned from the CPE and comparative advantage analysis of UNFPA in Cambodia.	December 31,2015	Senior Management Team; Outcome 2: Youth; Outcome 1: SRH; Outcome 3: Gender & Outcome 4: PD	August 07,2015	

Recomendation 26	Review the human resource capacity for the next programme cycle and align the number of programmatic staffing positions with the requirements of the program. Increase staffing positions in line with the complexity of the programme and the needs for a combined engagement at national and sub-national levels.
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Management Response				Accepted		
Comments						
	No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
					Status	Comments
	26.1	Human Resource review and alignment mission to be conducted by APRO as part of the CPAP development process and recommendations to be requested and implemented	October 31,2016	APRO & Senior Management Team	August 07,2015	
Recomendation 27				Enhance results based management (RBM) of the country programme and its components		
Management Response				Accepted		
Comments						

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
				Status	Comments
27.1	Institutionalize a monitoring and evaluation position as part of the country office staffing requirements	April 30,2015	Senior Management Team	August 07,2015	
27.2	Ensure that the corporate planning, monitoring and reporting tool (Strategic Information System) is rigorously used by the country office to plan, monitor and report its results on a quarterly and annual basis.	December 31,2015	Senior Management Team & M&E Officer	August 07,2015	
27.3	Update the monitoring systems and monitoring tools introduced by the relevant Policies and Procedures Manual (PPM) and ensure they are regularly used by all programme managers to monitor and report on their programmes.	December 31,2015	Senior Management Team & M&E Officer	August 07,2015	