

UNFPA Management Response to Evaluation

MANAGEMENT RESPONSE	
Country, Region or HQ division/unit that commissioned the evaluation	Kenya-ESAR
Evaluation Title	GOK/UNFPA 7TH COUNTRY PROGRAMME EVALUATION 2009-2013
Year of the evaluation	2013
Type and/or focus area of evaluation	CountryProgEval
MR submission date	January 16, 2014
Approved By	
Evaluation Manager	Zipporah Gathiti,NPO,Kenya
General Management Response	The Kenya Country Office team has reviewed the recommendations of the country programme evaluation and in close collaboration with the Government of Kenya adopted them. Follow up actions were also agreed upon to implement the recommendations made, which have informed the formulation of the 8th Country Programme of UNFPA support to the Government of Kenya.

RECOMMENDATIONS	
Recomendation 1	With the shift towards " Delivering as One" UNFPA will need to consolidate its position within the UN system and establish a firm niche in reproductive health, population and development gender equality.
Management Response	Accepted
Comments	UNFPA accepts this recommendation and has implemented actions towards its realization.

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	Active participation in UNDAF development process (DaO)	February 28,2014	RR, DR, ARs, Programme and Operations Staff	January 16,2014	UNFPA has been an active participant in the formulation of the UNDAF, which is due for finalization in February 2014.
1.2	Complete and share Population Situation Analysis (PSA) as part of the UN Complimentary Analysis and Medium Term Planning for Kenya.	October 31,2013	Programme	January 16,2014	The PSA was completed and provided useful analysis which was crucial in the formulation of the UNDAF. The final PSA was published and launched in 2013.

1.3	Participation in the UN Joint Programmes.	June 30,2018	Management, Programme and Operations	January 16,2014	UNFPA has been an active participant in the current UN Joint Programmes, which include HIV and AIDS, Gender Equality and Women Empowerment (GEWE), UNFPA/UNICEF FGM/C Programme and Joint Youth Programme.
Recommendation 2			As part of the upstream interventions, institutional support and capacity building of pre-service training institutions initiated in the 7th Country Programme should be scaled up in the 8th Country Programme as an assurance of sustainability in RH, PD and gender training and skills development for service delivery.		
Management Response			Accepted		
Comments			Upstream interventions have been taken into consideration in the draft 8th Country Programme of UNFPA support to the Government of Kenya.		

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2.1	Expand direct collaboration with the learning institutions.	January 31,2014	Management and Programme	January 16,2014	Direct collaboration with the Population Studies and Research Institute (PSRI), University of Nairobi, has been strengthened.
2.2	Strengthen partnerships with the professional associations to support advocacy on Maternal and New Born Health (MNH), curriculum and policy review.	June 30,2016	Management, Programme	January 16,2014	Partnerships with professional associations to support advocacy on MNH has been initiated and will be further strengthened during implementation of the 8th Country Programme.

Recomendation 3	Under the new UNFPA strategic dispensation and the devolution of service delivery in Kenya, UNFPA has the opportunity to redefine its area of support. UNFPA should assume a more cohesive and holistic approach in programming by concentrating on key programme outputs/activities that are likely to make a difference and demonstrate impact. The selection of the geographical areas needs to be re-defined for effectiveness and efficiency in relation to the new governance structures as well as for easier monitoring and evaluation of programmes.
Management Response	Accepted
Comments	UNFPA has redefined its area of support and the 8th Country Programme will focus on upstream interventions and on two counties (Homabay and Kilifi) and the urban poor in Kasarni Sub-Country of Nairobi for the downstream interventions.

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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3.1	Participate in the formulation and implementation of the overall UN/Government of Kenya (GoK) Devolution Strategy.	June 30,2017	Management and Programme	January 16,2014	UNFPA has participated in the formulation and implementation of the Devolution Strategy.
3.2	Establish UNFPA specific criteria for selection of geographical areas and partners for programme intervention.	February 28,2014	Management and Programme	January 16,2014	UNFPA has, in consultation with the key Government Partners selected counties of focus during the 8th country programme, using an established criteria.
Recommendation 4			With a draft communication strategy in place and a communication officer at the Kenya Country Office, it is imperative to ensure documentation and sharing of best practices with other development partners and stakeholders as a way of enhancing visibility.		
Management Response			Accepted		
Comments			UNFPA's visibility has been enhanced by ensuring that the Country Office maintains a vibrant Website with frequent updates on key interventions.		

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4.1	Finalize the draft communication strategy.	January 16,2014	Management and Programme	January 16,2014	The UNFPA Kenya Country Office Communication Strategy was finalized in line with the Global Communication Strategy.
4.2	Document and disseminate good practices.	June 30,2017	Programme	January 16,2014	Documentation and dissemination of good practices is ongoing.
Recommendation 5			To broaden its funding and partnerships base and to innovate its programming, it is recommended that KCO continues to sensitize and dialogue with the private sector on how they can advance MNH in Kenya and continues to strategically reach out to private sector "champions" to develop public private MNH partnerships with.		
Management Response			Accepted		
Comments			UNFPA KCO recognizes that partnerships with the private sector does help to leverage resources for Maternal and New Born Health.		

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Recommendation 6			To broaden its funding and partnerships base and to innovate its programming, it is recommended that KCO continues to sensitize and dialogue with the private sector on how they can advance MNH in Kenya and continues to strategically reach out to private sector "champions" to develop public private MNH partnerships with.		
Management Response			Accepted		
Comments			UNFPA KCO recognizes that partnerships with the private sector does help to leverage resources for Maternal and New Born Health.		

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	Establish and formalize partnerships with the private sector.	June 30,2017	Management and Programme	January 16,2014	UNFPA has established and formalized partnerships with the private sector,
				January 16,2014	UNFPA has established and formalized partnerships with the private sector.
Recommendation 7			UNFPA should scale up its support towards humanitarian response in the 8th Country Programme and engage the GoK more on the need to create capacity as well as data bases for rapid assessment and also in profiling emergencies.		
Management Response			Accepted		
Comments			Humanitarian response has been integrated in the proposed 8th country programme of UNFPA support to the Government of Kenya.		

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7.1	Regularize the position of the Humanitarian Officer.	December 31,2013	Management	January 16,2014	The Country Office typology will be reviewed during the finalization of the 8th country programme of UNFPA support to the Government of Kenya.
7.2	Enhance the national capacity in UNFPA mandated areas for humanitarian response.	June 30,2017	Management and Programme	January 16,2014	Capacity building in humanitarian response is an ongoing activity and will be continued during implementation of the 8th country programme.

Recomendation 8	The focus on MDG 5 should also address the availability of RH and family planning commodities and equipments in particular LAMPs, noting that one of the constraints for providing family planning was lack of access to commodities. This should be accompanied by an aggressive demand creation programme that builds on the community strategy and structures that are already in place.
Management Response	Accepted
Comments	The provision of RH and family planning commodities is continuously being addressed with strengthened of RH commodity security being a priority during the 8th country programme.

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	Active participation in the annual forecasting and quantification of RH commodities.	June 30,2017	Programme	January 16,2014	UNFPA participates in and plays a pro-active advocacy role the RH Commodity Security meetings convened by the Ministry of Health.
8.2	Provide RH commodities to address gaps/needs and during emergencies.	June 30,2017	Management and Programme	January 16,2014	UNFPA continues to actively support the Government in the procurement and distribution of RH commodities and supplies to address the gaps/needs and during emergencies.

8.3	Support innovative demand creation initiatives.	June 30,2017	Management and Programme	January 16,2014	UNFPA has relaunched the revitalization of the family planning programme in Kenya and in partnership with the Government continues to support advocacy for demand creation.
Recomendation 9			Voucher system to support OF should be initiated through discussions between UNFPA, DRH and the Output Based Approach in Aid (OBA) steering committee. This initiative is planned for take off as a pilot.		
Management Response			Accepted		
Comments			The discussions on introducing OF to the OBA voucher system have been initiated between UNFPA and MOH.		

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	Advocate for the inclusion of fistula management within the output based approach voucher system.	June 30,2014	Management and Programme	January 16,2014	Advocacy efforts for the inclusion of fistula management within the output based approach voucher system have been initiated.
				January 16,2014	Advocacy efforts for the inclusion of fistula management within the output based approach voucher system are ongoing.
Recommendation 10			The focus on youth remains paramount, however UNFPA should consider supporting youth within the model of youth friendly services where reproductive health is primary and where UNFPA has comparative advantage.		
Management Response			Accepted		
Comments			The youth will be supported within the model of youth friendly services during the 8th country programme.		

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	Scale-up the capacity building for youth within the health sector.	June 30,2017	Management and Programme	January 16,2014	Capacity building for youth within the health sector is ongoing and will continue during the 8th country programme.
10.2	Advocate for inclusion of youth friendly services within the existing health facilities.	June 30,2017	Management and Programme	January 16,2014	Advocacy for integration of youth friendly services in existing health facilities is ongoing.
Recommendation 11			Considering UNFPA's comparative advantage in the area of SRH, it is crucial that UNFPA provides technical support to the Ministry of Education (especially KIE) on comprehensive sexuality education in the school curriculum.		
Management Response			Accepted		
Comments			UNFPA will collaborate with the Ministry of Education to support comprehensive sexuality education in the school curriculum.		

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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11.1	Establish collaboration with the Ministry of Education.	June 30,2015	Management and Programme	January 16,2014	UNFPA has already established contact with the Ministry of Education geared towards a partnership in strengthening comprehensive sexuality education.
11.2	Advocate for domestication of international guidelines on comprehensive sexuality education.	June 30,2017	Management and Programme	January 16,2014	Advocacy for domestication of international guidelines in comprehensive sexuality education will be stepped up during the 8th country programme of UNFPA support to the Government of Kenya.

Recomendation 12	There is need to scale up the use of comprehensive RH drop-in centres, other HIV CT initiatives such as moonlighting, outreach and the peer approach in reaching vulnerable groups such as MARPs and SWs,; to increase access to SRH/HIV/AIDS services.
Management Response	Accepted
Comments	The scale up of the use of comprehensive RH drop-in centres, other HIV CT initiatives swill be fully realized during the 8th country programme.

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	Scale up access to comprehensive RH services targeting MARPs.	June 30,2016	Management and Programme	January 16,2014	Access to comprehensive RH services targeting MARPs has been integrated in the 8th country programme.
12.2	Facilitate integration of services targeting MARPs into the existing SRH, FP and HIV services.	June 30,2017	Management and Programme	January 16,2014	Further integration of services targeting MARPs into the existing SRH, FP and HIV services has been integrated in the 8th country programme.

Recomendation 13		In the planning of the 8th country programme, it would be prudent to emphasize on conducting baseline survey where there is no data and to emphasize data capture by IPs to facilitate realistic target setting and trend analysis at both MTR and CPE. This could be reinforced as part of IPs core deliverables.							
Management Response		Accepted							
Comments		The collection of baseline information for the 8th country programme is on schedule.							
	No.	Key Action(s)	Deadline	Responsible unit(s)	<table border="1"> <tr> <th colspan="2">Semiannual implementation status updates (reports will be generated on June 30 and December 31)</th> </tr> <tr> <th>Status</th> <th>Comments</th> </tr> </table>	Semiannual implementation status updates (reports will be generated on June 30 and December 31)		Status	Comments
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	13.1	Provide data for baseline and target setting.	September 30,2013	Programme	<table border="1"> <tr> <td>January 16,2014</td> <td>The collection of baseline data for the 8th country programme was delayed due to delays in formulation of the draft country programme, which was closely linked to the formulation of the UNDAF.</td> </tr> </table>	January 16,2014	The collection of baseline data for the 8th country programme was delayed due to delays in formulation of the draft country programme, which was closely linked to the formulation of the UNDAF.		
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Recomendation 14	To increase sustainability and demonstrate impact, it is necessary to enhance support to IPs in the knowledge industry and to invest in research, specialized studies and/or region specific surveys so as to add value and increase dissemination/visibility to the work that UNFPA supports.
Management Response	Accepted
Comments	Research, social economic surveys and specialized studies have been integrated in the 8th country programme.

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	Identify and commission thematic studies in UNFPA mandated areas.	June 30,2017	Management and Programme	January 16,2014	The identification and commissioning of thematic studies has been integrated in the 8th country programme.
14.2	Support dissemination of the results of UNFPA commissioned and relevant studies.	June 30,2017	Management and Programme	January 16,2014	To be implemented during the 8th country programme.
				January 16,2014	To be undertaken during the 8th country programme.

14.3	Establish partnerships with research and educational institutions to leverage on-going thematic studies.	June 30,2017	Management and Programme	January 16,2014	Partnership with the Population Studies and Research Institute, University of Nairobi, has already been established and this will be extended to other institutions during the 8th country programme.
Recommendation 15				With regard to support for revitalization of vital registration systems in the focal districts, effectiveness demands that UNFPA focuses more on advocacy than infrastructure development.	
Management Response				Accepted	
Comments				The proposed 8th country programme will advocate for the revitalization of vital registration.	

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15.1	Advocate for vital registration at national and county levels.	June 30,2017	Management and Programme	January 16,2014	Advocacy for vital registration has been integrated in the 8th country programme and will be focused at both national level and in selected counties.
Recommendation 16			To improve overall programme performance of the 8th country programme, measures should be urgently put in place to help unearth and resolve the causes of lack of compliance with RBM requirements, especially regarding reporting on results in the 7CP. Consideration should be given to an urgent review of reporting tools, additional training in RBM and tracking of trainees and their deployment over time.		
Management Response			Accepted		
Comments			The reporting tools will be reviewed within the context of the revised UNFPA policies and procedures and capacity building in RBM will be conducted thereafter.		

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16.1	Assess entire programming and reporting on results.	June 30,2014	Management and Programme	January 16,2014	The entire programming and reporting will be reviewed as scheduled.
Recomendation 17			Gender equality issues are dynamic; hence there is a constant demand for accurate baselines and collection and analysis of sex and age disaggregated data to establish trends, anchor proper mitigation as well as provide effective and efficient support to interventions.		
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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17.1	Conduct baseline surveys on GBV and FGM/C in the areas where non exists.	December 31,2014	Programme	January 16,2014	A study on socio-cultural dynamics and community structures that promote FGM/C in Samburu and Baringo Counties.
Recomendation 18			There is need to address socio-cultural issues and to advocate for improved infrastructure and adequate resources in line with MDG 5 so as not to lose on the gains already made towards addressing GBV and FGM/C. The capacity building efforts for all stakeholders, IPs, beneficiaries and government agencies on gender equality and other gender related issues need to be continuous.		
Management Response			Accepted		
Comments			Social cultural studies have been integrated in the 8th country programme of UNFPA support to the Government of Kenya.		

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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18.1	Advocate at national and county levels for allocation of resources by government and to address sociocultural barriers.	July 31,2017	Management and Programme	January 16,2014	Advocacy for resource allocation to address sociocultural issues will be stepped up during the 8th country programme.
Recommendation 19			There is need to strengthen the referral systems, especially those related to counseling and post "violation" medical psychosocial support, access to justice and safe spaces for the survivors of GBV by getting all actors to engage in constructive dialogue. Increased funding and technical support, especially in DNA and forensic collection/testing of evidence is needed to ensure meaningful support. In addition, follow-up mechanisms of survivors, clinical, psychosocial and legal, as well as lack of structured social safety nets still pose a great challenge to dealing with GBV. The involvement of a wide cross-section of community stakeholders in handling issues in GBV is therefore needed.		
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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19.1	Advocate and build capacity for community structures / networks to act as safety net for girls escaping from FGM.	June 30,2017	Management and Programme	January 16,2014	Advocacy and capacity building has been ongoing and will continue during the 8th country programme.
Recommendation 20			There is need to continue strengthening the close and cordial working relationship between UNFPA/GOK relevant ministries, UN agencies, development partners (donors), IPs (NGOs, CBOs, and FBOs) and communities.		
Management Response			Accepted		
Comments			KCO continues to strengthen the close and cordial working relationship between UNFPA/GOK relevant ministries, UN agencies, development partners (donors), IPs (NGOs, CBOs, and FBOs) and communities.		

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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20.1	Participation in the coordination networks.	June 30,2017	Management and Programme	January 16,2014	UNFPA continues to participate in the coordination networks.
Recomendation 21			The 8th Country Programme should emphasize scaling up of GBVIMS in other public hospitals and enhancement of ownership by MOH, MOPHS, KNBS and MOGSD so as to provide information to aid in programme planning and implementation.		
Management Response			Accepted		
Comments			GBVIMIS has been integrated in the proposed 8th country programme.		

No.	Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
				Status	Comments
21.1	Conduct an assessment for the pilot GBVIMS	June 30,2014	Programme	January 16,2014	The assessment for the pilot GBVIMS
21.2	Participate in the formulation and implementation of the overall national M&E framework to link the 8CP to NIMES.	June 30,2014	Management and Programme	January 16,2014	The 8th Country Programme M&E Framework will be formulated before programme implementation commences.
21.3	Participate in the formulation and implementation of the overall national M&E framework to link the 8CP to NIMES.	June 30,2017	Management and Programme	January 16,2014	UNFPA works in close collaboration with the Monitoring and Evaluation Directorate and is already participating in the formulation of the national M&E Framework.

Recomendation 22		The KCO needs to identify, formalize, document and assess the risks and assumptions affecting CP as part of risk management and also work out mitigating factors so that there is some level of anticipation and preparedness to inform realistic target setting and to support a RBM culture.									
Management Response		Accepted									
Comments		The risks and assumptions affecting the 8th country programme will be identified, formalized and documented.									
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January 16,2014	he risks and assumptions likely to affect the 8th country programme will be identified, formalized and documented.										
	22.1	The risks and assumptions likely to affect the 8th country programme should be identified, formalized and documented.	September 30,2013	Management and Programme							
Recomendation 23		In recognition of the importance of monitoring and evaluation, it would be prudent to strengthen the country office M&E function/desk to manage data capture and to oversee production of reports that inform not only programming within UNFPA but also other stakeholders. In this light, the roles and responsibilities of the NPPPs positioned in the line ministries or IPs should be clarified so that they are able to effectively monitor and document programme activities.									
Management Response		Accepted									

Comments		The UNFPA Country Office monitoring and evaluation function will be strengthened in preparation for the operationalization of the 8th country programme.			
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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23.1	Conduct a Monitoring and Evaluation Assessment and implement the recommendations thereof.	June 30,2014	Management	January 16,2014	A monitoring and evaluation assessment will be conducted to determine the needs.
				January 16,2014	A monitoring and evaluation assessment will be conducted to determine the needs.
23.2	Orient IPs on their roles and responsibilities regarding Monitoring and Evaluation as specified in the UNFPA Implementing Partner Manual.	June 30,2014	Management and Programme	January 16,2014	An orientation on monitoring and evaluation will be conducted for the 8th country programme Implementing Partners that will be selected.