

# UNICEF, UNFPA, UN Women Evaluation Management Response

**Evaluation Title: Final Evaluation of UNICEF, UNFPA, UN Women joint project “Communities Resilient to Violent Ideologies”**

**Region: EECA**

**Office: Kyrgyzstan**

**Evaluation Year: 2022**

**Person-In-Charge for Follow-up to Management Response:**

UNICEF: Sylvi Hill

UNFPA: Azamat Baialinov

UN Women: UN Women Head of Programs

**Overall Response to the Evaluation:** *Include here Senior Management general impression on the process and outcomes of the evaluation, adequacy of evidence collected, and reasonableness of and the concurrence with findings. Were there shortfalls or limitations in the process and/outcomes? Are there any additional insights not articulated in the recommendations?*

The evaluation was commissioned to critically reflect on lessons learned and good practices from this project in order to inform and strengthen joint implementation and strengthen peacebuilding initiatives. Evaluation TOR, Inception Report and Final Report were cleared by UNICEF external quality assurance mechanism and Peacebuilding Fund Support Office. The methodology of the evaluation allowed to gather evidence to support valid and coherent findings. Efforts were made to triangulate data from different sources. The evaluation process employed participatory approach involving all implementing agencies in a Evaluation Management Group and key stakeholders and beneficiaries in Evaluation Reference Group at all stages.

Recommendations are grouped by target audiences for easy reference and use. The Management Response is based on intensive discussions among three implementing agencies staff.

**Planned Use of Evaluation:** *Include here what's the process to facilitate the intended use by the intended users, focusing on how evaluation findings will affect implementation of the programme and contribute to evidence-based decision making*

Findings and recommendations have been discussed with the Evaluation Reference Group. Management responses have been developed by UNICEF, UNDP and UNFPA programme staff. It is expected that project evaluation findings and recommendations will inform future programming strategies of involved duty bearers, CSO implementing partners, UNICEF, UNFPA, UN Women and the Peacebuilding Fund to strengthen peacebuilding initiatives, influence development and implementation of future youth empowerment and peacebuilding projects.

## UNICEF Evaluation Management Response

### RECOMMENDATIONS and ACTIONS:

**Evaluation Recommendation or Issue 1:** *The RUNOs should continue focusing on youth empowerment and peacebuilding around VE through an integrated approach, while including peacebuilding in their regular programs and investing in skill development on peacebuilding.*

Operational recommendations

- RUNOs should consider developing peacebuilding projects around VE by continuing to use an integrated approach applied by the project under review.

- RUNOs should anchor their peacebuilding approach in the broader strategic planning and programming architecture of country offices by including peacebuilding outcomes in the CPD and their strategies.
- When designing new peacebuilding projects, RUNOs should define difficult concepts such as VE into the project document, in collaboration with the UNRC office, based on good practices and the growing literature on the subject. RUNOs should consider strengthening their technical expertise in peacebuilding, in collaboration with the PBF by attending online courses or in-presence training.

**Management Response: (Fully Agree, Partially Agree, Disagree): Fully Agree**

**If recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
<p><b>Action 1.1.:</b> Youth empowerment and peacebuilding are to be included in UNICEF and UNFPA Country Programme Documents (CPD) for 2023-2027 and UN Women Strategic Note 2023-2026.</p>	<p>UNICEF UNFPA UN Women</p>	<p>Yulia Oleinik Azamat Baialinov UN Women Head of Programs</p>	<p>June 2022</p>	<p>Completed</p>	<p>1.UNICEF CPD 2023-2027 includes peacebuilding approach in implementing strategies for ADAP programming 2.UNFPA CPD 2023-2027 includes strengthening capacity of youth movements in peacebuilding 3.UN Women included stronger, cross-fertilizing approach in its Strategic Note 2023-2026 which allows strengthening the conflict/peace element across the sectors</p>	
<p><b>Action 1.2.:</b> Difficult and sensitive concepts such as “Kyrgyz Jarany”, “peacebuilding” are to be included in the proposal writing stage of all new PBF projects.</p>	<p>UNICEF UNFPA UN Women</p>	<p>Sylvi Hill Azamat Baialinov UN Women Head of Programs</p>	<p>March 2024</p>	<p>Underway</p>	<p>1.2022 YPI and PRF project proposals both include orientation on Kyrgyz Jarany and peacebuilding more broadly. 2. PBF project “Inclusive</p>	<p>YPI and PRF concept notes. “Inclusive governance and shared identity for sustainable peace and development” project document</p>

					governance and shared identity for sustainable peace and development” includes “Kyrgyz Jarany” and “peacebuilding” concepts	
<b>Action 1.3.:</b> For RUNO staff involved in implementation of new PBF projects, workshops on conflict sensitivity and “do no harm” approach will be organized	UNICEF UNFPA UN Women	Nuriia Karakulova Baktybek Kainazarov UN Women Head of Programs	March 2024	Underway	New PBF projects includes conflict sensitivity activities for Implementing Partners and project staff	
<b>Action 1.4.:</b> RUNO staff will participate in relevant peacebuilding trainings	UNICEF UNFPA UN Women	Nuriia Karakulova Baktybek Kainazarov UN Women Head of Programs	March 2024	Not started		
<b>Action 1.5.:</b> If there is a successor project, UNICEF and UNFPA will propose youth empowerment through the existing youth platforms	UNICEF UNFPA UN Women	Yulia Oleinik Azamat Baialinov UN Women Head of programs	March 2024	Underway	New PBF project “Inclusive governance and shared identity for sustainable peace and development” includes youth empowerment and participation	
<b>Action 1.6.:</b> Peacebuilding initiative will be mainstreamed in the frame of the Joint Annual Work Plan between the UN system and the Ministry of Culture, Sport, information and youth policies.	UNFPA	Baktybek Kainazarov	December 2022	Underway	AWP is signed and the coordination platform is planned with UNYTG members, whereby peacebuilding is also included as priority area	

**Evaluation Recommendation or Issue 2: *RUNOs should strengthen MEL systems to make learning one of the priorities when developing and implementing peacebuilding projects.***

Operational recommendations:

- The RUNOs should clarify the logic behind the TOC pathways, underlying assumptions and objectives. The TOC should include a visualization of the logical connections and underlying assumptions<sup>1</sup>. The TOC should clearly show all the underlying assumptions that are clearly illustrated, tested and refined as necessary during implementation.
- Based on the TOC M&E frameworks, RUNOs should:
  - Develop SMART indicators and data collection tools that facilitate the attribution to the activities of the project.
  - Develop specific tools or mechanisms to capture the catalytic role of the project. They should use qualitative methodologies, such as the ‘outcome mapping’, that empower beneficiaries to collect the data themselves and show changes in the observed behavior.
  - Develop a digital platform that captures progress against the indicators and major reflections and changes during implementation.
  - Develop a M&E system and workplan that allow flexibility on revising the indicators, as needed.<sup>2</sup> Develop a solid RF/logframe and related workplan while allowing flexibility to revise activities, indicators or budget items during implementation.
- RUNOs should gradually integrate learning into project activities. This could be done by adding a specific section on the reporting templates on learning related to the problems the projects faced and the solutions devised to address those problems. This could be also done, lightly, by asking a series of systematic questions during the formal meetings agencies hold such as: what did we learn about the problem we are trying to face? What are learning about the way in which we collaborate?  
‘Light events’ specifically on learning would give UN agencies and the main stakeholder some space for reflection.

**Management Response: (Fully Agree, Partially Agree, Disagree): Partially agree**

**If recommendation is rejected or partially accepted, report reasons:** The reporting templates are designed by PBSO and beyond the control of RUNO.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage:	Actions taken	Supporting documents
				Not started Underway Completed Cancelled		
<b>Action 2.1.:</b> Pathways, underlying assumptions and objectives are clearly identified and visualized when designing logic behind PBF TOC	UNICEF  UNFPA  UN Women	Sylvi Hill  Azamat Baialinov	June 2022	Completed	TOCs for YPI and Peacebuilding Recovery Facility (PRF) re-designed following feedback from PDA/O. Now more in line with PBF guidance, include assumptions	YPI concept note. PRF concept note

<sup>1</sup> Also, the TOC should be a “living product” that the project team should continuously verify to see whether the causal connections are proven and whether the assumptions hold true – this would be a way to slightly revise the approach of the project, if need be.

<sup>2</sup> For inspiration, see the “search framework” from Harvard University, the Objectives and Key Results from Google or the Rapid Results Approach

					and evidence and more clearly visualise the project pathway.	
<b>Action 2.2.:</b> Current and future PBF project M&E frameworks will be developed considering recommendations of this evaluation.	UNICEF UNFPA  UN Women	Nuriia Karakulova Baktybek Kainazarov UN Women head of programs	March 2024	Underway	Current PBF project “Inclusive governance and shared identity for sustainable peace and development” has comprehensive M&E framework	
<b>Action 2.3.:</b> Learning approach will be integrated into future and current PBF projects including “Inclusive governance and shared identity for sustainable peace and development” project	UNICEF  UNFPA  UN Women	Nuriia Karakulova  Baktybek Kainazarov  UN Women Head of programs	March 2024	Underway	RUNOs are integrating learning approach into new projects by adding a specific components on learning to the M&E frameworks as well as joint reflection sessions on learning ‘what works’.	

**Evaluation Recommendation or Issue 3: *When conducting joint projects, RUNOs should clarify the roles, responsibilities, and level of collaboration they seek.***

Operational recommendations:

- RUNOs should better specify the nature of collaboration they envisage within joint programs based on the project objectives, budget, country context, agencies involved and based on the UN joint programming guidance. They should justify the extent to which they will collaborate, such as how many joint activities they intend to develop, at conception stage.
- RUNOs should consider the development of a ‘responsibility matrix’, at proposal stage and finalize before starting implementation, to clarify comparative advantages and the specific tasks of each agency in the project document.
- RUNOS should articulate a joint workplan, including a description of the inputs needed to carry out the activities and the budget for completing those activities.
- RUNOs should learn from other joint programs about the governance structure they used, the type of activities they developed, etc. (see Recommendation 1)

**Management Response: (Fully Agree, Partially Agree, Disagree): Fully Agree**

**If recommendation is rejected or partially accepted, report reasons:**

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage:</b> Not started Underway Completed Cancelled	<b>Actions taken</b>	<b>Supporting documents</b>

<b>Action 3.1.:</b> Responsibility matrix that clarifies governance structure and RUNOs roles and responsibilities will be developed before starting implementation of PBF projects, including current “Inclusive governance and shared identity for sustainable peace and development”.	UNICEF UN Women	Nuriiia Karakulova UN Women Head of Programs	March 2024	Underway	Responsibility matrix for “Inclusive governance and shared identity for sustainable peace and development” project has been developed	
<b>Action 3.2.:</b> Joint workplan with description of budgets, locations, interventions will be developed by RUNO together with relevant ministries and President’s Office	UNICEF UNFPA UN Women	Nuriiia Karakulova Baktybek Kainazarov UN Women Head of Programs	March 2024	Underway	Joint workplan for “Inclusive governance and shared identity for sustainable peace and development” project has been developed.	Joint workplan between UN and the Ministry of Culture, sports, information and youth policies is signed. Peacebuilding initiatives with the focus on Youth are included in the joint work plan

**Evaluation Recommendation or Issue 4: *When developing peacebuilding projects, RUNOs should develop solid partnerships with complementary projects by identifying them at conception stage, building on synergies, interacting during implementation and documenting this in progress reports.***

Operational recommendations:

- RUNOs should, at the project design and implementation stages, ensure that proper synergies are sought with partners and donors that have developed complementary projects.
- RUNOs should ensure that learning about complementary projects and synergy development is happening. During implementation, agencies should document how complementary projects affect synergies or adjustments.

**Management Response: (Fully Agree, Partially Agree, Disagree): Fully Agree**

**If recommendation is rejected or partially accepted, report reasons:**

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage:</b> Not started Underway Completed Cancelled	<b>Actions taken</b>	<b>Supporting documents</b>
<b>Action 4.1.:</b> RUNOs together with relevant	UNICEF	Nuriiia Karakulova	June 2024	Underway	In order to ensure better coordination	

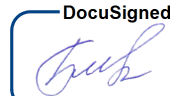
state institutions and implementing partners will develop a partnership strategy in order to ensure synergy among complementary projects and avoid duplication.	UNFPA  UN Women	Baktybek Kainazarov  UN Women Head of Programs			among stakeholders working on youth issues, Youth Coordination Council is being initiated jointly with the Ministry of Culture, Information, Sports and Youth Policy.	
<b>Action 4.2.:</b> PBF projects will identify and make linkages (where possible) between ongoing peacebuilding work by other UN agencies and CSOs (beyond PBF) and new peacebuilding work	UNICEF	Sylvi Hill	June 2024	Underway		

Approved by Christine Jaulmes, UNICEF Representative

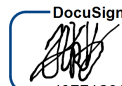
Christine Jaulmes

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