

UNICEF Turkmenistan Country Programme 2021-2025 Evaluation Inception report

May 27, 2024

Prepared by:

Natalia Kosheleva, international evaluation consultant

Map of Turkmenistan



Map No. 3772 Rev. 6 UNITED NATIONS
January 2004

Department of Peacekeeping Operations
Cartographic Section

Source: <https://www.un.org/geospatial/content/turkmenistan>

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Acknowledgements

The evaluation consultant would like to express gratitude to Ms. Saltanat Rasulova, former UNICEF ECARO Regional Evaluation Specialist, for her support in framing approach to this evaluation, and to Sofiya Yuvshanova, UNICEF Turkmenistan CRM-E Specialist, for her support and insights in the process of preparation of this inception report.

Abbreviations

CO	Country Office
CSO	Civil Society Organization
CP	Country Programme
CRM-E	Child Rights Monitoring and Evaluation
ECD	Early Childhood Development
ECE	Early Childhood Education
EU	European Union
GDP	Gross Domestic Product
MICS	Multiple Indicator Cluster Survey
NPAC	National Plan of Action on Realization of Child Rights
SDGs	Sustainable Development Goals
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
UNICEF ECARO	UNICEF Europe and Central Asia Region Office
UNSDCF	United Nations Sustainable Development Cooperation Framework
US	United States

1. Introduction

In February 2024, UNICEF Europe and Central Asia Region Office (ECARO) commissioned a formative evaluation of the UNICEF Turkmenistan Country Programme 2021-2025.

1.1. Purpose of the Inception Report

The purpose of this inception report is to summarize the results of the inception phase and to define the purpose, scope, approach and methodology for the evaluation of the UNICEF Turkmenistan Country Programme. The inception report is the result of an initial review of key UNICEF and country-related documentation, including UNICEF's programme-level theories and strategies of change, as well as consultations with the UNICEF Turkmenistan Country Office (CO).

The report includes:

- Confirmation of the boundaries of the evaluation as agreed with the CO, supported by the evaluation manager at the Regional Office,
- The overarching analytical framework (evaluation matrix) that will be used for the evaluation,
- The approaches, tools and questions to be used in the evaluation.

1.2. Key activities undertaken during the inception phase

The inception phase started with an **informal virtual kick-off call** between the international consultant, the UNICEF ECA regional office and UNICEF Turkmenistan CO on April 5, 2024, to discuss the overall context of the evaluation, to ensure a shared understanding of the scope, aims, next steps and timeline for the evaluation, to provide an overview of the methodology and approach and to gather feedback as well as ensuring that the consultant has access to all the relevant programme documentation and other literature relevant.

Following activities included **stakeholder mapping** that informed the selection of data source to answer the evaluation question and the initial **desk review** of relevant documents related to the changes in the national context and CP implementation. Results of these activities informed the inception report that went through two rounds of review and comments by the CO and ECARO.

1.3. Structure of the Inception Report

Developed on the basis of the above activities, this inception report provides: relevant information on national context and its evolution since the start of UNICEF Turkmenistan Country Programme 2021-2025; a review of the 'object of the evaluation'; the overall purpose, objectives and scope for the evaluation; the evaluation framework and methodology including ethical considerations, and evaluation work plan.

2. Country context and object of evaluation

This section describes the country context and design of the evaluated UNICEF Turkmenistan Country Programme (CP).

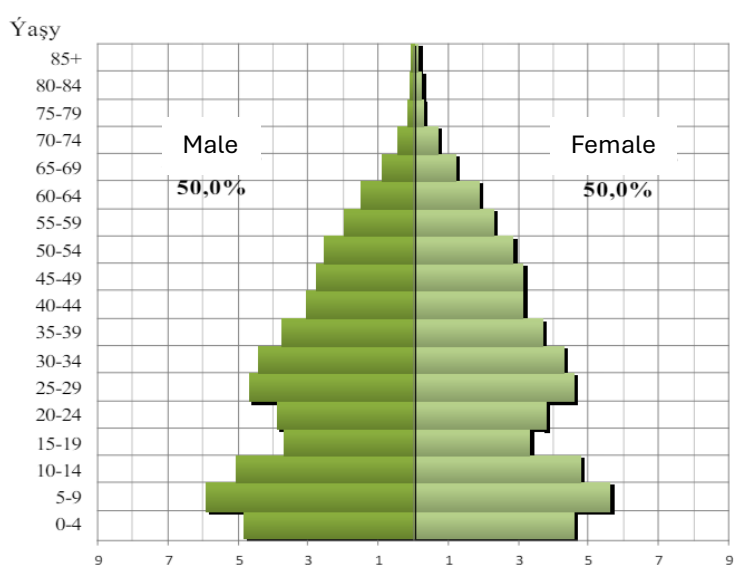
2.1. Context

Turkmenistan is located in Central Asia and borders with Kazakhstan, Uzbekistan, Iran, Afghanistan. Turkmenistan is a landlocked country and has only the Caspian Sea, which offers abundant natural resources of gas and oil deposits. Turkmenistan’s gas reserves are estimated to be the world’s fourth largest, representing about 10% of global reserves.

Turkmenistan is an upper-middle-income country. National economy relies on significant revenues from exports of hydro-carbon resources, mainly natural gas. HDI of 0.745 (0.726 for female and 0.760 for male) positions the country in the High human development category.¹ In 2022 67.7% of public expenditure went into education, health, and social protection.²

According to the 2022 census, Turkmenistan population is 7.057 million.³ Age cohorts 0-4, 5-9, and 10-14 exceed in number all other population cohorts (Fig. 1). Young people below 18 years of age (children) make 34.9% of the population.⁴

Figure 1. Population pyramid for Turkmenistan, 2022.



Source: Dovran Yamatov, UNFPA in Turkmenistan. Presentation “2022 Complete Population and Housing Census of Turkmenistan”.⁵

Due to its upper-middle income status and specific context, the donor interest on Turkmenistan is limited and flows of Official Development Assistance are unstable (Fig. 2).

¹ UN Turkmenistan. Country Situation Update 2022.

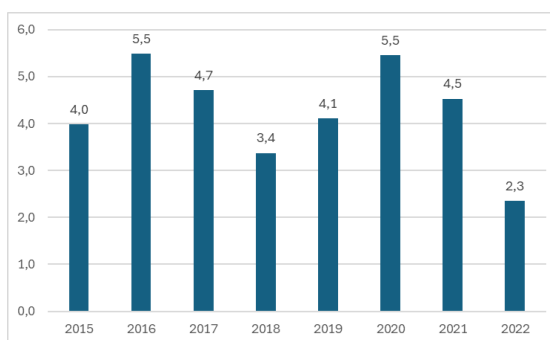
² UN Turkmenistan. Country Situation Update 2023.

³ <https://www.stat.gov.tm/>

⁴ <https://www.stat.gov.tm/>

⁵ https://unece.org/sites/default/files/2023-09/WS3YamatovENG_0.pdf

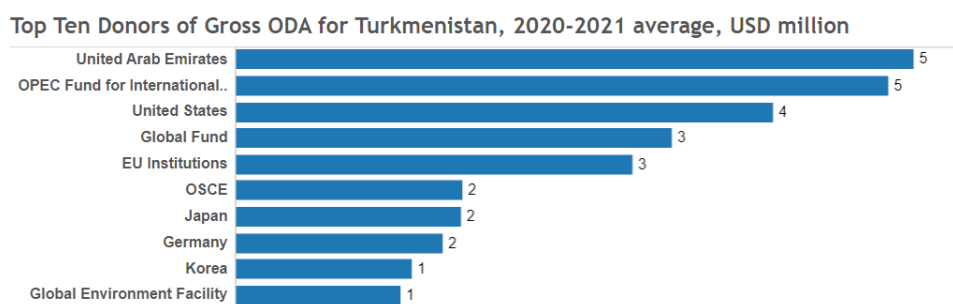
Figure 2. Net ODA received per capita (current USD).



Source: World Bank Data.

Top donors that provided assistance to Turkmenistan are United Arab Emirates, OPEC Fund for International Development and USA (Fig. 3). In 2020-2021 36% of ODA went to support education, 19.6% - health and population issues, 21.5% - other social infrastructure and services.⁶

Figure 3. Turkmenistan donor landscape.



Source: OECD-DAC.

https://public.tableau.com/views/OECDDACAidatag glancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no

2.1.1. Situation of children

Turkmenistan ratified the Convention on the Rights of the Child in 1994. The first National Plan of Action on Realization of Child Rights for 2018–2022 (NPAC) was adopted in 2019. NPAC covered a broad spectrum of child rights and addresses the Concluding Observations of the Committee on the Rights of the Child (2015).⁷

Turkmenistan neonatal, infant and under-5 mortality rates (24, 36, and 48 respectively)⁸ are the highest in the ECARO region.⁹ The immunization programme covers 95% of young children.¹⁰ Exclusive breastfeeding rate is 57%.¹¹ Turkmenistan is doing well in terms of timely introduction of solid, semisolid and soft foods at 6-8 months (91% of children). 97% of children 6-23 months of age

⁶ OECD-DAC. https://public.tableau.com/views/OECDDACAidatag glancebyrecipient_new/

⁷ UNICEF Turkmenistan Country Programme Document 2021-2025. Page 2.

⁸ Estimated by the United Nations Inter-agency Group for Child Mortality Estimation.

⁹ UNICEF Regional Office for Europe and Central Asia (2023). Situation of Children in Europe and Central Asia. Page 24. <https://www.unicef.org/eca/media/27346/file/Report.pdf>

¹⁰ MICS 2015–2016.

¹¹ MICS 2019.

received minimum meal frequency, 69% of children 6-23 months of age receive minimum dietary diversity.¹²

Turkmenistan started the development of universal early childhood development (ECD) services. The National Strategy on Early Childhood Development for 2020–2025 emphasizes the need for human resources capacity development across all sectors, cross-sectoral coordination, data and monitoring systems, and targeted support to the most vulnerable children, families and communities.

36% of children are enrolled into pre-primary education.¹³ In 2020 Turkmenistan adopted the programme for improving the activities of preschool establishments in the area of early development and enhancing the preparation of children for school in Turkmenistan, for the period 2020–2025. Primary and secondary education is compulsory and continues for 12 years. But significantly fewer girls than boys continue their education into universities.¹⁴

Violence against children remains high. 69% of children aged 1-14 have experienced any violent discipline methods.¹⁵

Social inclusion of children with developmental delays remains a challenge. Among total number of children in rehabilitation centers, 87% are children with disabilities.¹⁶

Climate change, environmental degradation, limited access to energy sources, and disasters are now being understood as a child right issue as they directly threaten a child's ability to survive, grow and thrive. While in Turkmenistan there are no limitations in terms of access to energy sources, children face moderate levels of exposure and vulnerability to climate change hazards (measured by the Children's Climate Risk Index developed by UNICEF). Turkmenistan holds the 90th position globally by Children's Climate Risk Index.¹⁷

2.1.2. Evolution of national context since 2021

According to national statistics, in 2021-2023 the GDP was growing 6.2 percent per year.¹⁸ But consumer prices, including on essential food, were growing at a higher rate. Every year, minimum wage, pensions, stipends and social allowances are increased by 10% but inflation is not accounted when increase is performed, and inflation reached 21% in 2021.¹⁹

In March 2022 Serdar Berdimuhamedow was elected as a President of Turkmenistan, succeeding his father and former President Gurbanguly Berdimuhamedow. The change of President did not result in any changes in the foundational principles of Turkmenistan's foreign policy of neutrality and constructive international cooperation, and in the macro socio-economic objectives of pursuing progress and high standards of living for the people.

¹² UNICEF Regional Office for Europe and Central Asia (2023). Situation of Children in Europe and Central Asia. Page 27. <https://www.unicef.org/eca/media/27346/file/Report.pdf>

¹³ UNICEF Regional Office for Europe and Central Asia (2023). Situation of Children in Europe and Central Asia. Page 33.

¹⁴ UNICEF Turkmenistan Country Programme Document 2021-2025. Page 4.

¹⁵ UNICEF Regional Office for Europe and Central Asia (2023). Situation of Children in Europe and Central Asia. Page 37.

¹⁶ UNICEF Regional Office for Europe and Central Asia (2023). Situation of Children in Europe and Central Asia. Page 39.

¹⁷ UNICEF (2021). The Climate Crisis is a Child Rights Crisis: Introducing the Children's Climate Risk Index.

¹⁸ UN Turkmenistan. Country Situation Update 2022.

¹⁹ UN Turkmenistan. Country Situation Update 2023.

Since the start of the CP 2021-2025, Turkmenistan has adopted a number of important policies. In the end of 2021, the government adopted a new **Law on Social Services** introducing social work and social services in Turkmenistan and aimed at developing inclusive social services at the community level. The Social Code of Turkmenistan was revised and amended in accordance with the new Law on Social Services.²⁰ Implementation of the Law on Social Services was not yet operationalized.

In 2021 Turkmenistan has also adopted a number of national strategies contributing to better situation of children, including:

- the National Action Plan for ensuring gender equality in Turkmenistan for 2021-2025 (provides for specific criminalisation of gender-based violence against girls),
- the Action Plan for the implementation of the “State Programme in the field of state youth policy of Turkmenistan for 2021-2025”,
- the National RMNCAH Strategy 2021-2025,
- the National Program of Turkmenistan on the Aral Sea for 2021-2025.

In February 2022 the country adopted the **Program for the Revival of a New Era of a Powerful State: The National Program for the Socio-Economic Development of Turkmenistan in 2022-2052**. The programme covers various aspects of the economy, social well-being, environmental sustainability, governance, international affairs, and research and development. In July 2022 the country adopted the **Program of the President of Turkmenistan for the socioeconomic development of the country in 2022-2028**. The programme aims to achieve stability, boost GDP growth, and enhance social protection. Objectives set for education, healthcare, sports, youth, and social organizations include educational reforms, STEM education, and better infrastructure for vocational schools.²¹

Following national consultations in 2022, a new **National Action Plan on child rights for 2023-2028** was adopted. The new NAP incorporated emerging priorities, including climate change and child participation.

In 2023 Turkmenistan adopted the Strategy for International Cooperation of Turkmen Youth in 2023-2030.

With UNCT support the government developed **National SDG Commitments** presented at the SDG Summit in September 2023. Commitments identify several priority transformational areas for investment:

- Strengthening the social protection system with a focus on jobs and comprehensive, quality, inclusive social services to protect the most vulnerable (SDG 1 and SDG 8).
- Food security and effective water management (SDG 2 and SDG 6).
- Achieving universal health coverage through high-quality healthcare (SDG 3).
- Early and consistent investments in transformed education systems to increase access to and the quality of education and vocational training at all levels and ensure life-long learning for all (SDG 4, SDG 9).
- Investing in youth for peace (SDGs 4, 5, 16).
- Investing in women and girls (SDGs 4, 5, 16).
- Mitigating climate change and ensuring green energy transition (SDG 7 and SDG 13).

²⁰ UNCT Turkmenistan (2023). Final Report. Mid-Term Review of United Nations Sustainable Development Cooperation Framework (UNSDCF) for Turkmenistan (2021-2025).

²¹ UNCT Turkmenistan (2023). Final Report. Mid-Term Review of United Nations Sustainable Development Cooperation Framework (UNSDCF) for Turkmenistan (2021-2025).

- Digital transformation for all (SDG 9).

COVID-19 officially was never registered and zero cases were reported. At the same time all the necessary prevention measures were strictly re-enforced. The face masks regime was removed in August 2022. Restrictions on movement between the regions were also removed enabling internal travels. The domestic flights between the country regions resumed from May 2022 and some regular international flights - in September 2020. This revived the internal and cross-border movement of people and goods.

There were several national studies that contributed to better availability of **data on the situation of children**, including the first survey on the Health and Status of a Woman in the Family, the survey on Children and Adults with Disabilities, Labor Force Survey with the measurement of global pandemic impact. In 2022 Turkmenistan conducted the Population and Housing Census.

2.1.3. Evolution of UNCT operational modalities

The United Nations Country Team (UNCT) includes 19 UN specialized agencies, funds, and programmes, but only 6 of them are based in the country. In 2020-2022 UNCT tested the new approach to inter-agency cooperation – Joint Programmes.

The first Joint Programme on Improving the system of social protection through the introduction of inclusive quality community-based social services (2020-2022) was led by UNICEF and aimed to ensure the readiness of the social protection system to provide inclusive, quality community-based support services.

The Joint Programme “Empowering and Engaging the Youth to Mitigate the Multi-dimensional Threats of the Health Pandemic” (2020-2021) aimed to empower and engage youth in Lebap and Dashoguz regions by planning, designing and implementing four community initiatives together with representatives of state and public organizations in these regions. Another programme objective was to build the capacity of the government officials at the national and regional levels to apply the human security approach in risk analysis and development of a multi-dimensional response to the global pandemic.

Experience of the Joint Programmes motivated the UNCT and the government to prioritize joint programming leading to development 10 Joint Programmes that were submitted to the Government for approval and potential funding. Government prioritized 8 for further discussions and consideration of funding in 2025.

Since 2021, RC/ RCO was advocating with the government to provide more diversified co-financing of UNSDCF through pooled funding such as bilateral co-financing agreements between UN agencies and the government, applying to global thematic funds, bilateral agreements with donors and in-kind contributions.²²

2.2. UNICEF Country Programme

The overall goal of the UNICEF Turkmenistan Country Programme is to **support the Government of Turkmenistan in meeting its commitments to respect, protect and fulfil the rights of children**, as stipulated by the Convention on the Rights of the Child and further reaffirmed in the National Plan of Action on Realization of Child Rights for 2018–2022 (NPAC). The shared vision of the NPAC

²² UNCT Turkmenistan (2023). Final Report. Mid-Term Review of United Nations Sustainable Development Cooperation Framework (UNSDCF) for Turkmenistan (2021-2025).

and the country programme is that all girls and boys in Turkmenistan are able to reach their full potential and equitably enjoy their right to survive, thrive, learn, participate and be protected. The key assumption is that the Government will safeguard and increasingly allocate more financial and human resources for the successful realization of the NPAC, achieving the Sustainable Development Goals and supporting the scaling up of joint initiatives.

The Country Programme includes five priority areas:

- Governance for children,
- Child health, nutrition and early development,
- Social and child protection,
- Quality and inclusive education,
- Programme effectiveness.

Fig. 4 on **page 13** presents overview of linkages between intended outcomes, outputs and inputs of the Country Programme.

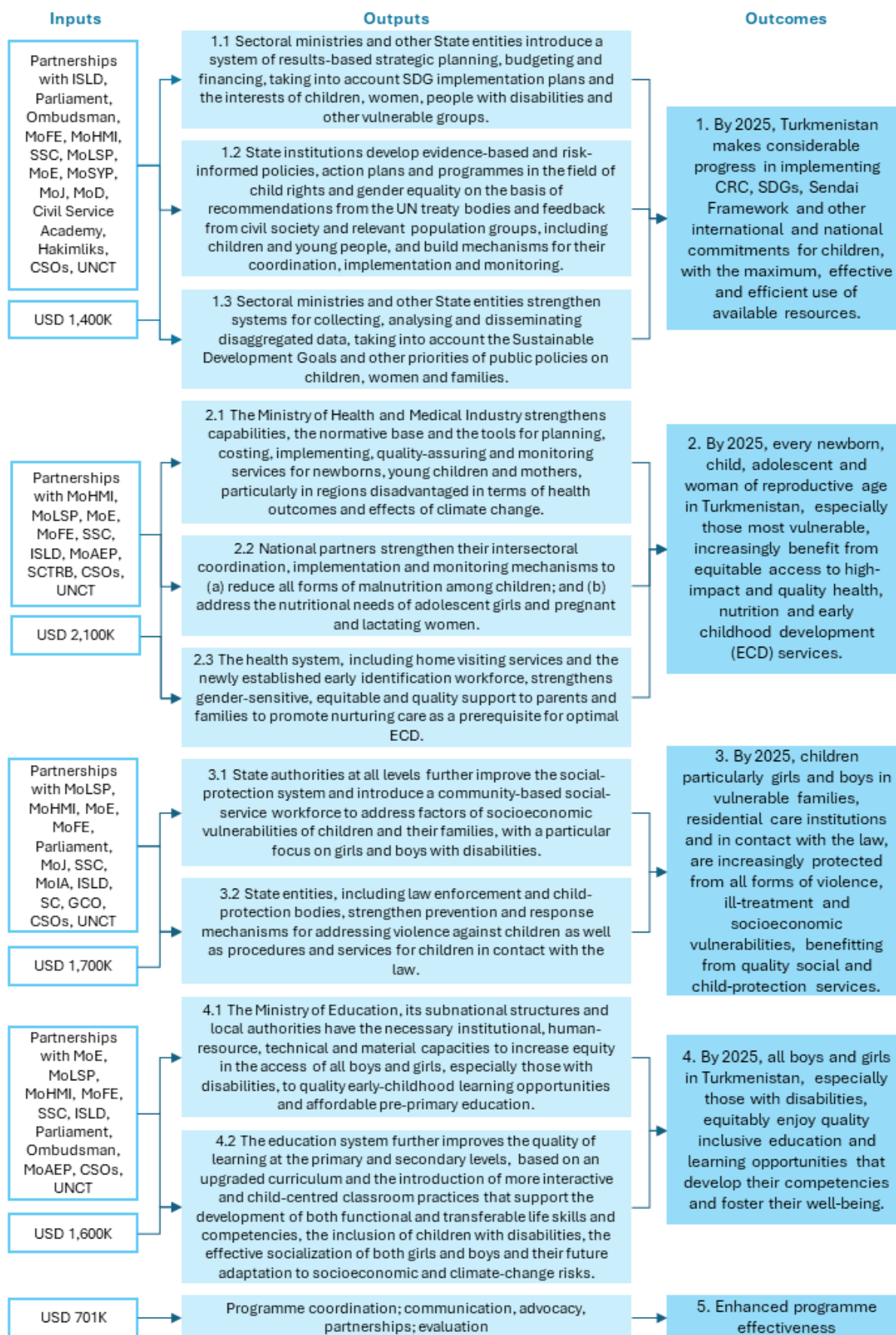
2.2.1. Governance for children

UNICEF work in this area focused on supporting the government to have the child-focused commitments in the national development and planning frameworks translated into measurable targets and evidence-based implementation plans for all children, including those at risk of being left behind, and supported with appropriate financial resources and governance structures established or reinforced.

UNICEF planned to:

- provide policy advice to line ministries in introducing a system of results-based strategic planning and integrated and programme-based budgeting and financing,
- support further adjustments of development planning in social sectors relating to SDGs,
- support further the improvement of legal and normative acts in line with the Convention on the Rights of the Child, including preparatory work for accession to the Convention's Optional Protocol on a communications procedure,
- strengthen the cross-sectoral and vertical coordination mechanisms at the national, velayat (region) and etrap (district) levels for the effective implementation and monitoring of the national policies concerning child rights,
- establish institutional capacities in child-rights protection, monitoring and awareness,
- advocate for the meaningful participation of civil society as well as for the inclusion of children and young people in making decisions and monitoring policies affecting their lives,
- support the State Statistics Committee in its next multiple indicator cluster survey (MICS),
- support the line ministries in the development of sectoral management information systems, and
- support all the stakeholders, particularly the Ministry of Finance and Economy, in using disaggregated data to guide well-targeted policy interventions and investments to address socioeconomic vulnerabilities,
- expand the cooperation with the Government established during the previous programme in evaluating major development policies.

Figure 4. UNICEF Turkmenistan Country Programme Theory of Change.



2.2.2. Child health, nutrition and early development

UNICEF work in this area focused on reducing child mortality from preventable causes in the first year of life and ensuring that children have healthy mothers and receive optimal age-appropriate nutrition, strengthening their growth and resistance to illnesses, and develop to their full potential in early childhood.

UNICEF planned to:

- work with the Ministry of Health and Medical Industry to strengthen its capabilities, normative base and the tools necessary to plan, cost, implement, monitor and assure the quality of services for newborns, young children and mothers, particularly in disadvantaged regions,
- enhance the knowledge, skills and practices of managers and healthcare providers at clinics and primary health-care facilities in the integrated management of newborn and childhood illnesses, strengthen community components of integrated management of childhood illnesses to reach every child.support preventive measures, including immunization and infection prevention and control, encompassing the prevention of mother-to-child transmission of HIV,
- support revising and costing the free-of-charge basic benefit package to reduce the burden of health expenditures on families with children,
- support the implementation of the National Nutrition Programme for 2020–2025,
- strengthen intersectoral coordination, implementation and monitoring mechanisms to reduce all forms of malnutrition among children and address the nutritional needs of adolescent girls and pregnant and lactating women,
- revise the flour fortification formula and introduce new supplementation schemes,
- strengthen nutrition-related counselling capacities of health-care professionals,
- promote healthy nutrition and hygiene practices through behaviour-change communication interventions,
- strengthen the system for the promotion and monitoring of infant and young child feeding,
- facilitate the exchange of ideas and information with other countries and the documentation of the good practices of Turkmenistan through the subregional Nutrition Partnership Platform,
- support the reform of home-visiting services as an important platform to reach households, developing the skills of front-line workers in ECD, child health and counselling,
- expand application of international monitoring instruments for child growth and development,
- establish clear referral mechanisms for children with developmental delays in early years,
- empower families to be effective providers of comprehensive care for young children.

2.2.3. Social and child protection

UNICEF work in this area focused on support to ongoing reform of the Turkmenistan social and child protection systems to provide increasingly effective services to the children and families in need of protection.

UNICEF planned to:

- support the further development and expansion of social work and the establishment of linkages with the broader social-protection system,
- continue advocacy and technical support for the inclusion of the new social work cadre into the government system and budget, as well as social work education,

- support cross-sectoral collaboration between the social protection, health and education authorities, at both the national and subnational levels, to ensure consistent multidisciplinary support to all children, transitioning to the “social” model of disability and reducing children’s placement into residential care,
- enhance the prevention and response mechanisms for addressing violence against children,
- promote positive parenting and non-violent disciplining,
- support upgrade the normative base, professional capacities and operation procedures of the law enforcement and social protection entities,
- support review of the roles and building capacity of local-level commissions.

2.2.4. Quality and inclusive education

UNICEF work in this area focused on having all boys and girls in Turkmenistan, including those with disabilities, enjoy quality inclusive education and learning opportunities that develop their competencies and foster their well-being, resilience and integration, enabling them to fully participate in and contribute to a modern economy.

UNICEF planned to:

- provide policy advice and technical support to the Ministry of Education in rolling out a universal one-year pre-primary preparation programme with domestic financing,
- scale up pre- and in-service training of professionals,
- build quality assurance and monitoring mechanisms for early learning and pre-primary education services,
- expand the support to children with developmental delays for their integration into mainstream kindergartens,
- support revision and upgrading of curricula and the introduction of more interactive, child-centred classroom practices that support the development of both foundational and transferable life skills and competencies,
- support development and application of credible learning-assessment systems aligned with the education management information system,
- develop a framework for inclusive education,
- support integration of DRR and CCA into school curricula, with the active participation of children and communities,
- prototype “Green School” concept.

2.2.5. Programme effectiveness

This component is to provide cross-cutting support to the work under priority areas to ensure efficient coordination, management and adaptation. It also ensures the coordinated mainstreaming of gender, disability, youth participation and risk-related dimensions while supporting evidence-based advocacy and communication.

UNICEF planned to review its advocacy and partnership strategies and foster multi-stakeholder partnerships, including with civil society and the private sector. UNICEF also planned to continue using its procurement services to support the national immunization and fortification programmes.

2.2.6. Financial arrangements

The total estimated budget of the UNICEF Turkmenistan Country Programme amounted to USD 7.5 million. 60% of the budget were covered by UNICEF regular resource. Table 1 provides the breakout of funds by priority area.

Table 1. Summary budget of the UNICEF Turkmenistan Country Programme.

Programme component	<i>(In thousands of United States dollars)</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
Governance for children	800	600	1 400
Child health, nutrition and early development	1 200	900	2 100
Social and child protection	1 000	700	1 700
Quality and inclusive education	1 000	600	1 600
Programme effectiveness	520	181	701
Total	4 520	2 981	7 501

Source: CPD 2021-2025.

To fully fund the implementation of the CP, the UNICEF Turkmenistan CO had to raise USD 2.981. By the start of the CP implementation the CO managed to secure about USD 900 thousand (committed or reasonably expected).²³ To close the remaining funding gap the CO planned to use a combination of strategies, including:

- Fundraising of public and private resources for children:
 - Mobilization of UNICEF thematic and set-aside resources,
 - Strategic engagement with bilateral government and multilateral partners (EU, IFIs, USAID, other development partners) for direct funding and indirect contributions,
 - Partnerships with other UN agencies for joint resource mobilization for joint programmes,
 - Fundraising from NatCom donors and global private sector partners, such as foundations and global philanthropists,
 - Exploring innovative financing arrangements and public-private sector partnerships.
- Leveraging private and public sector resources for children:
 - Leveraging of government public resources for children (with and without UNICEF necessarily receiving them), whenever possible,
 - Leveraging private sector partnerships and resources (through funding and in-kind contributions, as well as using businesses as advocates for child rights).²⁴

2.2.7. Programme management

Overall implementation UNICEF Turkmenistan Country Programme is coordinated by the Ministry of Foreign Affairs. UNICEF hold annual reviews (through dedicated Result Groups together with other UN agencies) with partners and conduct regular programmatic visits to assess progress, identify key strategic, programmatic, operational and financial risks and define appropriate mitigation measures. Training sessions for UNICEF staff and partners were delivered to ensure harmonized approach to cash transfers. UNICEF strengthens partners' accountability by providing capacity building, conducting HACT assurance activities and spot checks.

2.2.8. Risk management

At the time of the development of the UNICEF Turkmenistan Country Programme Document, UNICEF foresaw the following risks:

²³ UNICEF Turkmenistan CO (2023). Resource Mobilization and Partnership Strategy.

²⁴ Ibid.

- lack of financial resources to support the reforms of the social sectors and take the joint initiatives to scale,
- substantial difference in official and unofficial exchange rates negatively affects UNICEF budgets implementation
- insufficient policy implementation and monitoring capacity, particularly for multisectoral approaches,
- a lack of quality, disaggregated data to inform policymaking.

Planned mitigation measures included:

- advocate and provide technical assistance for increasing the adequacy, effectiveness and efficiency of resources for children and women, while actively leveraging domestic, regional and global resources, including through cost-sharing with the Government,
- UNICEF CO executes payments in USD to the extent possible to avoid potential fraud and mitigate negative effect on program budget consumption during USD/TMT exchange rate identification.
- explore innovative ways to build national capacities, prioritizing support to the long-term planning of human resources, in line with national strategies,
- use the joint United Nations approach for high-level advocacy for better data availability.

2.2.9. Position of UNICEF Country Programme within UNSDCF

The Government of Turkmenistan and the UN system identified three priority area for cooperation to accelerate SDG implementation:

- People-centered governance and rule of law,
- Inclusive, green, and sustainable economic growth,
- Quality, inclusive, and affordable health, education and social protection.

UNICEF Country Programme is contributing to four of five outcomes set in the United Nations Sustainable Development Cooperation Framework 2021-2025 (Table 2).

Table 2. UNCDF outcomes and UNICEF contribution.

UNSCDF outcomes	UNICEF is contributing
Outcome 1. Enhanced governance and rule of law By 2025, people have access to more effective, innovative, and transparent public administration based upon the rule of law, human rights, gender equality, labour rights, and quality data	Yes
Outcome 2. Sustainable economic diversification By 2025, conditions for sustainable and inclusive economic diversification are strengthened with competitive private and financial sectors, enhanced trade and investment promotion, and the adoption of new and digital technologies	No
Outcome 3. Strengthened environmental management and climate resilience By 2025, there is effective design and implementation of disaster risk reduction and climate adaptation and mitigation measures, enabling a more rational use of resources, increased resilience, and a 'green' economy transition	Yes
Outcome 4. Quality, inclusive health and social protection By 2025, the population of Turkmenistan enjoys higher quality and inclusive health and social protection services	Yes
Outcome 5. Quality education and skilling By 2025, the education and skilling system offers all people the skills and knowledge for employment success and enhanced social integration and resilience in a diversifying economy	Yes

Source: UNSDCF, UNICEF Turkmenistan CPD.

2.2.10. Broader UNICEF organizational context

The UNICEF Turkmenistan Country Programme 2021-2025 was developed during the previous UNICEF strategic plan period 2018 - 2021, but its implementation stretches into the new strategic plan period 2022 - 2025. There is no significant difference between goal areas established by these two consecutive strategies (Table 3), but proposed change strategies evolved (Table 4), e.g. the 2022-2025 Strategic Plan introduced the strategy of risk-informed humanitarian and development nexus programming.

Table 3. UNICEF strategic goal areas.

Goal areas, 2018-2021	Goal areas, 2022-2025
1. Every child survives and thrives	1. Survives and thrives, with access to nutritious diets, quality health care, nurturing practices and essential supplies
2. Every child learns	2. Learns and acquires skills for the future
3. Every child is protected from violence and exploitation	3. Is protected from violence, exploitation, abuse, neglect and harmful practices
4. Every child lives in a safe and clean environment	4. Has access to water, sanitation and hygiene and lives in a safe and sustainable climate and environment
5. Every child has an equitable chance in life	5. Has access to inclusive social protection and lives free from poverty

Source: UNICEF Strategic Plans 2018-2021 and 2022-2025.

Table 4. UNICEF change strategies relevant to the UNICEF Turkmenistan Country Programme 2021-2025.

2018-2021 UNICEF Strategic Plan	2022-2025 UNICEF Strategic Plan
<ul style="list-style-type: none"> • Programming excellence for at-scale results for children. • Gender-responsive programming. • Winning support for the cause of children from decision-makers and the wider public. • Developing and leveraging resources and partnerships for children. • Leveraging the power of business and markets for children. • United Nations working together. • Fostering innovation in programming and advocacy for children. • Using the power of evidence to drive change for children. 	<ul style="list-style-type: none"> • Advocacy and communications. • Community engagement, social and behaviour change. • Data, research, evaluation and knowledge management. • Digital transformation. • Gender-equality programming for transformative results. • Innovation. • Partnerships and engagement: public and private. • Risk-informed humanitarian and development nexus programming. • Systems strengthening to leave no one behind.

Source: UNICEF Strategic Plans 2018-2021 and 2022-2025.

3. Purpose, objectives and scope of the evaluation

The overall aim of this evaluation of the UNICEF Turkmenistan Country Programme is to assess if the Turkmenistan CO is on track towards achieving its objectives and targets as planned as well as to assess how strategically positioned UNICEF is within the country context and among national partners. The evaluation has to relevance, coherence and effectiveness of the CP so far (as per the OECD-DAC evaluation criteria) with the following three objectives, which are to:

- Provide an independent assessment of the selected programme results so far,
- Provide an assessment of UNICEF's positioning within the Government and national partners, and
- Draw lessons from the CPD 2021-25 implementation for the new CPD 2026-2030.

Evaluation will focus on implementation of the UNICEF Turkmenistan Country Programme in 2021-2024. Given that the goal of the Country Programme was to support the Government of Turkmenistan in meeting its commitments to respect, protect and fulfil the rights of children, the evaluation will focus on how UNICEF supported the Government and what immediate results this produced. In the long-term these immediate results are expected to translate into better results for children, but it is too early to try to access if they happened.

The evaluation will look at all priority areas of the Country Programme. UNICEF interventions were not linked to any specific geographic locations but targeted national systems thorough changes in the national level institutions. Because of this the evaluation does not have a specific geographic scope and will look at specific national systems (governance, data, health, nutrition, early child development, education, social protection, child protection) rather than specific locations.

4. Evaluation framework and methodology

This section presents evaluation criteria and questions and discusses the evaluation design, including data sources, data collection methods, evaluation limitations, ethical considerations and evaluation workplan.

4.1. Evaluation criteria

The evaluation will assess performance of the UNICEF Turkmenistan Country Programme 2021-2025 on three OECD-DAC criteria of relevance, effectiveness and coherence.

Interpretation of the evaluation criteria by the consultant is based on the OECD-DAC definitions and guidance on specific criteria (Table 5).²⁵ OECD-DAC criteria are logically linked: if an intervention is relevant and coherent, it is more likely to produce intended results, that is to be effective.

Table 5. OECD-DAC evaluation criteria: definitions.

Criterion	Definition
Relevance	<p>The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.</p> <ul style="list-style-type: none"> • “Respond to” means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. • Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analyzing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.
Coherence	<p>The compatibility of the intervention with other interventions in a country, sector or institution.</p> <ul style="list-style-type: none"> • The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. • Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. • External coherence considers the consistency of the intervention with other actors’ interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.
Effectiveness	<p>The extent to which the intervention achieved, or is expected to achieve, its objectives, and its outputs, including any differential results across groups.</p>

Source: OECD. Evaluation Criteria.

4.2. Evaluation questions

The list of tentative evaluation questions is provided in the Terms of Reference (Annex 1). During the inception phase the evaluation questions were clarified and adjusted in consultation between the

²⁵ OECD. Evaluation Criteria.

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

consultant, ECARO and UNICEF Turkmenistan CO. Table 6 presents the resulting list of evaluation questions grouped by criteria.

Table 6. Evaluation questions.

Criteria	Evaluation questions
Relevance	1. To what extent has CPD priorities have been consistent with the priorities set in national policy frameworks, CRC Concluding Observations and SDGs guiding principles (human rights, gender equality, disability, and leave no one behind)?
	2. To what extent has UNICEF been effective (so far) in responding to the needs of all children including most vulnerable in planning and implementation of programme areas?
Effectiveness	3. To what extent have the Country Programme outputs (as described in the current CPD) been achieved so far?
	4. What external and internal (including financial, human and other resources) enabling/restrictive factors affected UNICEF’s progress? Were there any factors outside of UNICEF control that substantially affected the implementation of the CP so far? Could they have been better managed by CO?
	5. How has UNICEF positioned itself among the most influencing stakeholders to achieve results for children?
Coherence	6. To what extent have UNICEF interventions worked in convergent ways to implement CPD priorities?
	7. To what extent has UNICEF been coordinating its interventions with other key governmental and non-governmental actors?

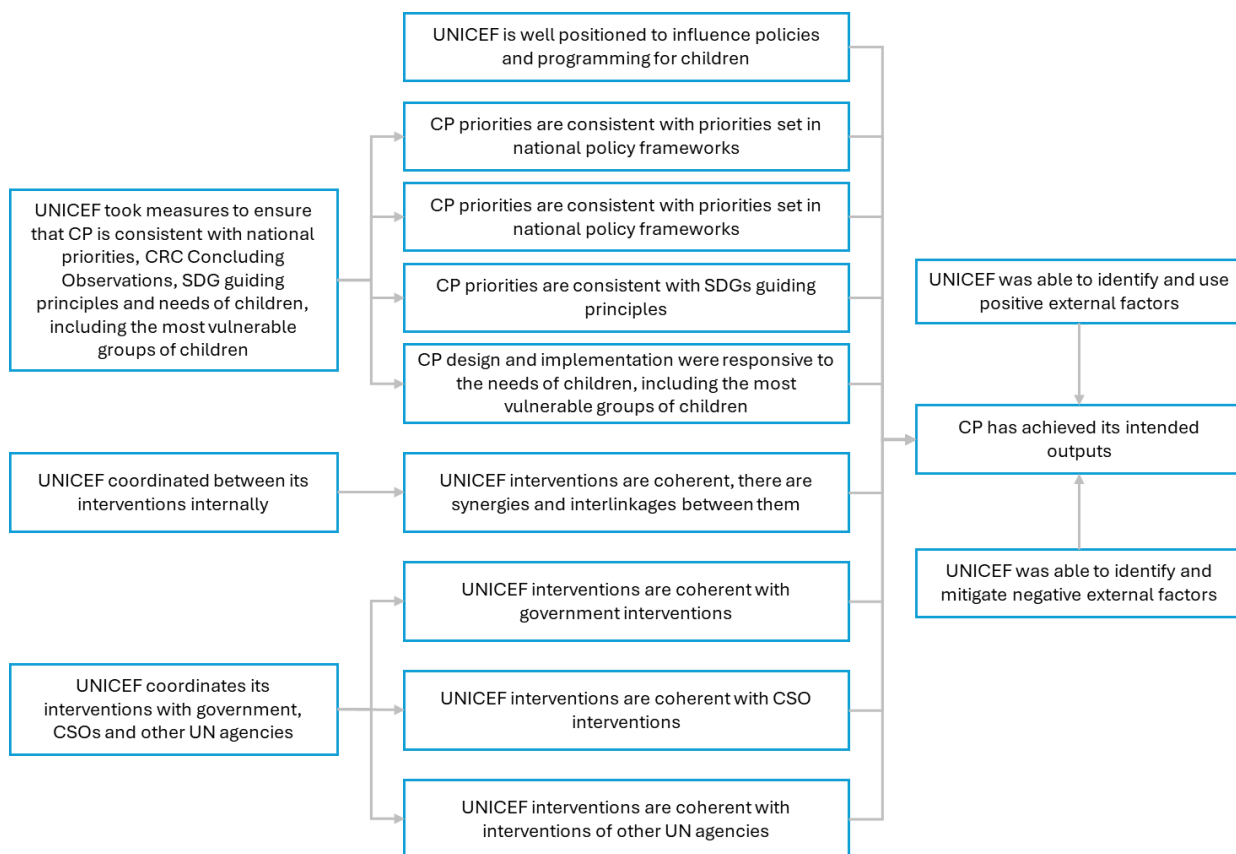
4.3. Evaluation approach

The evaluation is guided by the UNEG Norms and Standards and the UNEG Ethical Guidelines for Evaluation. Overview of the evaluation methodology is provided in the Evaluation Matrix (Annex 2).

The evaluation will use a **consultative approach**. The evaluation will test the system of interlinked assumptions (Fig. 6). In short, this system can be describes as follows:

- IF UNICEF is strongly positioned in Turkmenistan,
- IF CP is based on actual needs of children, including the most vulnerable,
- IF CP is consistent with national policies and priorities,
- IF UNICEF ensured coordination and coherence within CP and with other stakeholders,
- THEN UNICEF is more likely to achieve CP intended results.

Figure 5. System of assumptions to be tested by this evaluation.



Sourced: developed by the consultant.

The priority areas of the Country Programme are broad. To facilitate data collection and analysis they were divided into sub-areas (Table 7).

Table 7. Country Programme priority areas and sub-areas.

Priority areas	Priority sub-areas
Governance for children	<ul style="list-style-type: none"> Results-based strategic planning, budgeting and financing Policies Production and use of data
Child health, nutrition and early development	<ul style="list-style-type: none"> Quality of health services for newborns, young children and mothers Nutrition Early child development
Social and child protection	<ul style="list-style-type: none"> Social work Violence against children Justice for children
Quality and inclusive education	<ul style="list-style-type: none"> Early childhood learning/ pre-primary education Quality of learning at the primary and secondary levels
Programme effectiveness	Cross-cutting issues: <ul style="list-style-type: none"> Management Coordination Partnerships Communication Procurement

4.4. Methodology

The Evaluation Matrix (Annex 2) establishes the analytical framework for this evaluation and provides overview of the data collection methods and data sources that will be used to answer evaluation questions.

4.4.1. Data sources

Upon request of the consultant the Country Office (CO) prepared the stakeholder map (Annex 3) that identifies CO and UNCT staff and national stakeholders who were involved in and have information and experience with interventions within specific priority areas of the Country Programme (CP).

Table 8 presents the key documents to be reviewed within the framework of this evaluation. They include documents that lay out the intent and rationale of the UNICEF CP and UNCT, implementation reports, reports of evaluations and reviews that cover to some extent CP interventions, studies on the situation of women and children and evolution of the national context, key national policies.

Table 8. Document map.

Type of document	Documents to review
Programming documents	<ul style="list-style-type: none"> • UNICEF Turkmenistan CPD 2021-2025 • UNSDCF • CPD Results and Resource Framework • Core Standard Indicators under Strategic Plan
Programme reports	<ul style="list-style-type: none"> • COARs
Review and evaluation reports	<ul style="list-style-type: none"> • Report of the final evaluation of the Joint Program of the Sustainable Development Goals Fund (SDG Fund) “Improving the system of social protection through the introduction of inclusive quality community-based social services” • Report of the evaluation of the national early childhood development policies (2012-2019) and UNICEF contribution • Report of the evaluation of the National Plan of Action for Realization of Children’s rights in Turkmenistan for 2018-2022 and UNICEF’s contribution to its design, implementation and monitoring • Report of Mid-Term Review United Nations Sustainable Development Cooperation Framework (UNSDCF) for Turkmenistan (2021-2025) • Functional Assessment of Child Protection System Report • Child Justice Legislative Review Report • UNICEF ECARO-prepared Report on Alternative care
Studies	<ul style="list-style-type: none"> • Common Country Analysis Updates • Health and Status of a Woman in the Family • Children and Adults with Disabilities • MICS 2019 • Impact of Global Pandemia on Social and Economic Situation of Households in Turkmenistan
National policies	<ul style="list-style-type: none"> • Program for the Revival of a New Era of a Powerful State: The National Program for the Socio-Economic Development of Turkmenistan in 2022-2052 • Program of the President of Turkmenistan for the socioeconomic development of the country in 2022-2028 • National Action Plans on child rights (2018-2022, 2023-2028) • National Nutrition Programme for 2020–2025 • National Programme Healthy Mother – Healthy Child- Healthy Future for 2021 - 2025

	<ul style="list-style-type: none"> • National Youth Programme for 2021-2025 • National Program of Turkmenistan on the Aral Sea for 2021-2025 • National Strategy on Early Childhood Development for 2020–2025 • National SDG Commitments • Turkmenistan VNRs
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4.4.2. Data collection methods

The evaluation will use both secondary data that will be collected through **desk review** and primary data that will be collected through individual and group **semi-structured interviews** with the staff of the UNICEF CO, other UN agencies, line ministries, state agencies, implementing partners and CSO.

Data collection instruments are provided in Annex 6. In the process of the desk review data will be organized by CP priorities sub-areas and key themes derived from the evaluation questions. Semi-structured interviews will be structured around the same themes. In course of interviews the consultant will also stay open to any emerging themes and issues.

Interviews will also be used to solicit views of the national stakeholders on existing and emerging needs and opportunities and recommendations for future UNICEF programming.

4.4.3. Data analysis and synthesis

The first stage of data analysis will involve triangulation of the data from desk review and interviews on a specific priority sub-area of the CP to identify convergence and/or discrepancies between the two evidence strings. This analysis will inform answers to evaluation sub-questions linked to specific CP priority sub-areas.

During the second stage of analysis the consultant will review answers to evaluation sub-questions to make systematic judgements on evaluation questions.

The final stage of analysis will involve cross-analysis on answers to evaluation questions related to relevance, coherence and effectiveness of the CP to develop evaluation conclusions.

Evaluation recommendations will be formulated to highlight:

- Emerging needs and opportunities that UNICEF shall pay attention to in the next programming cycle,
- What factors and strategies enable high performance and should be incorporated in the new CP,
- What factors and strategies were detrimental and should be avoided in the new CP.

4.4.4. Ethical considerations

The consultant will adhere to ethical principles set by the UNEG Ethical Guidelines for Evaluation (Table 9).

Table 9. UNEG ethical principles and related considerations.

Ethical principle	Related considerations
Integrity	<ul style="list-style-type: none"> • Honesty and truthfulness in communication and actions. • Professionalism based on competence, commitment, ongoing reflective practice and credible and trustworthy behaviour. • Independence, impartiality and incorruptibility

Accountability	<ul style="list-style-type: none"> • Transparency regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation. • Responsiveness as questions or events arise, adapting intentions and plans as required. • Taking responsibility for meeting the evaluation purpose and for actions taken, for exercising due care and for ensuring redress and recognition as needed. • Justifying and fairly and accurately reporting to stakeholders (including affected people) decisions, actions and intentions.
Respect	<ul style="list-style-type: none"> • Access to the evaluation process and products by all relevant stakeholders – whether powerless or powerful. • Meaningful engagement and fair treatment of all relevant stakeholders in the evaluation processes from design to dissemination, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection. • Fair representation of different voices and perspectives in evaluation products.
Beneficence	<ul style="list-style-type: none"> • Explicit and ongoing consideration of risks and benefits from evaluation processes, products and longer-term consequences. • Maximizing benefits at systemic (including environmental), organizational and programmatic levels. • Doing no harm and not proceeding with an evaluation when harms cannot be mitigated. • Ensuring evaluation makes an overall positive contribution to human and natural systems and to the mission of the United Nations.

Source: UNEG Ethical Guidelines for Evaluation.

All people who will be interviewed within the framework of this evaluation are **duty-bearers**. The evaluator will start every interview with explanation of the purpose and expected uses of the evaluation, how the information provided by a person will be used, what measures will be taken to avoid any potential harm to respondents, the fact that the consultant has no power over decisions that will be made on the basis of the evaluation results.

It is expected that many interviews with the government representatives will be group ones, so it won't be possible to ensure anonymity of collected information to the full extent. To minimize possible harm the evaluation consultant will ensure that information, including quotes from interviews, will be present in a way to exclude the possibility of identifying an individual who provided this information.

During face to face interviews the evaluation consultant will be taking notes, interviews will not be recorded. All notes will be destroyed after finalization of the evaluation report. There also will be several online interviews with stakeholders based outside Turkmenistan. Online interviews will be recorded and transcribed using Whisper-Jax AI. All recordings and transcripts will be deleted after finalization of the evaluation report.

4.4.5. Limitations and mitigation measures

Possible staff turnover

The evaluation covers the 2020-2024 period. It is possible that some of the people who were involved in the CP design and early implementation won't be available for interviews. The consultant will mitigate this issue by using information from reports and other documents.

Output indicators don't fully capture outputs (immediate results) of the activities implemented by the CO.

For example, analysis of the RWP monitoring tables indicates that that Output 2.1. “The Ministry of Health and Medical Industry strengthens capabilities, normative base and tools for planning, costing, implementing, quality-assuring and monitoring services for new-borns, young children and mothers, particularly in regions disadvantaged in terms of health outcomes and effects of climate change” is measured by two indicators:

- Costed National Implementation plan for maternal, newborn, child, and adolescent health care which has a communication component and mainstreamed health risks, including climate change available.
- Policy for home visits is developed and/or revised, adopted and in use.

In 2021 to contribute to this output the CO implemented twelve activities, in 2022 – eleven, in 2023 – nine. But only three activities each year were contributing to achievement of the output indicators above (see visual analysis in Annex 5). And there are no indicators that measure outputs of other activities.

To address this issue, the evaluation will capture key results of CP activities in each of priority areas to develop a more comprehensive picture of changes created by the CP.

4.4.6. Quality Assurance

Both inception and final evaluation reports will go through two rounds of revision by UNICEF Turkmenistan CO and ECARO Regional Evaluation Adviser. The final report will also go through the external quality assessment.

4.5. Evaluation workplan

4.5.1. Evaluation timeline

Table 10 presents the evaluation workplan including evaluation phases, related activities and timelines. Evaluation deliverables will include: inception report, presentation of preliminary evaluation findings and final evaluation report.

Table 10. Evaluation Workplan.

Stage	Activity	Timeline	Workload
Inception	Kick-off meeting	April 5 – May 17, 2024	15 days
	Initial desk review		
	Stakeholder mapping		
	Preparation of the inception report		
	Revision of inceptions report		
	Finalization of inception report		
Data collection	Desk review	May 17 – June 17, 2024	7 days
	Data collection in Turkmenistan	May 29 – June 7, 2024	10 days
	Presentation of evaluation preliminary results	June 7, 2024	
	Data collection from stakeholders outside Turkmenistan	June 10 – 14, 2024	2 days
Analysis and reporting	Data analysis and preparation of the first draft of the evaluation report	June 17 – July 15, 2024	15 days

	First round of revision	July 15 – August 2, 2024	3 days
	Second round of revision	August 5 – 16, 2024	3 days
	Finalization of evaluation report	August 19 – 26, 2024	3 days

4.5.1. Roles and responsibilities

The evaluation is conducted by Natalia Kosheleva, international evaluation consultant, with support of Sofiya Yuvshanova, UNICEF Turkmenistan CRM-E Specialist, and under oversight of Mirella Hernani, Regional Evaluation Adviser, UNICEF Regional Office for Europe and Central Asia.

International evaluation consultant is responsible for:

- Design on the evaluation methodology,
- Data collection, analysis and synthesis,
- Preparation of evaluation deliverables, including inception and final reports and presentation of preliminary results.

UNICEF Turkmenistan CRM-E Specialist supports the international evaluation consultant, including by:

- Assisting in mapping of and providing access to necessary documentation,
- Assisting in mapping of evaluation stakeholders,
- Arranging interviews with evaluation stakeholders,
- Giving feedback on the draft evaluation deliverables,
- Arranging review of the draft evaluation deliverables by UNICEF Turkmenistan CO.

Regional Adviser:

- Provides oversight of the evaluation process and reviews all evaluation deliverable to ensure the evaluation meets its goals and objectives and is in compliance with UNICEF standards on evaluation ethics and quality, UNEG Ethical Guidelines and Code of Conduct, as well as with UNEG Guidance on Human Rights and Gender Equality in Evaluation.

5. Annexes

Annex 1. Evaluation Terms of Reference

2024 Country Programme Evaluations in Europe and Central Asia

Turkmenistan version for CO discussions

This ToR is a shorter version of the original ToR of CPEs in 2024 [CPE reformulation zero draft ToR 2023 11 02.docx \(sharepoint.com\)](#) with a narrower scope and focus.

INTRODUCTION

Country Programme Evaluations (CPEs) in UNICEF generally play a key role in identifying lessons which can inform the design of the next Country Programme or adjustments to the current Programme, and identify opportunities to improve UNICEF's performance. The CPEs usually assess (i) the contribution of the Programme of Cooperation to national development results; (ii) UNICEF's contribution to advancing the Sustainable Development Goals (SDGs); and (iii) UNICEF's strategic positioning in relation to its child rights mandate. Being strategic evaluations, CPEs are mostly used to inform the direction of Country Programmes (CPs), which are outlined in the country programme documents that are designed and planned every five years, on average.

OBJECT OF THE EVALUATION

In line with the corporate CPE guidelines, the object of this CPE will be the implementation of UNICEF Country Programme (CP) in Turkmenistan for a period of at least three years (2021-2024) to assess the programme results achieved so far. Since 2021, UNICEF Turkmenistan has been supporting the Government of Turkmenistan in meeting its commitment to the Convention on the Rights of the Child (CRC) as pledged in Turkmenistan's National Plan of Action for Realization of the Rights of the Child (NPAC). According to UNICEF Annual Report 2023, the current CP remains largely relevant to the national priorities on advancing health, transforming education, integrating social protection for the most vulnerable, and focusing on young people. Therefore, assessing the progress of the CP up to now, and drawing some lessons for the rest of the CP period and for developing a new CP will be a logical direction for this CPE. In so doing, the evaluation will look at the country programme as a whole. The main components of the current Turkmenistan CP and respective budget are in Table 1.

Table 1. Current CPD components of Turkmenistan and Indicative budget

	Current CPD components	Indicative Budget as in the latest CPD ³ (In thousands of US dollars)	Total
Turkmenistan	Governance for children	800 (RR) + 600 (OR)	4,520 (RR) + 2,921 (OR) = 7,501 (Total)
	Health, nutrition, and early development	1,200 (RR) + 900 (OR)	
	Social and child protection	1,000 (RR) + 700 (OR)	
	Inclusive and quality education	1,000 (RR) + 600 (OR)	
	Programme effectiveness	520 (RR) + 181 (OR)	

While building on the results of the previous country programmes, UNICEF's current CP reflects the expanded scope of cooperation with the government of Turkmenistan. UNICEF CO has partnered with more institutions to ensure equitable access to high-impact and quality health, nutrition and early childhood development services; to protect children from all forms of violence, ill-treatment and

socioeconomic vulnerabilities; as well as to increase access to quality inclusive education and learning opportunities for Turkmenistan’s children and youth.

When assessing the CP results up-to-date, consideration for the most recent UNICEF’s nine change strategies as per UNICEF Strategic Plan 2022-2025 will be given emphasis to identify how they are implemented under the Turkmenistan office’s current cycle and if they need to be adapted in the next programme cycle (2026-2030). These changes include the following and shall be selected as relevant during the inception stage:

1. Advocacy and communications
2. Community engagement, social and behaviour change
3. Data, research, evaluation and knowledge management
4. Digital transformation
5. Gender-equality programming for transformative results
6. Innovation
7. Partnership and engagement: public and private
8. Risk-informed humanitarian and development nexus programming
9. System strengthening to leave no one behind

OBJECTIVE OF THE EVALUATION

The overall aim of the CPE will be to assess if the Turkmenistan CO is on track towards achieving its objectives and targets as planned as well as to assess how strategically positioned UNICEF is within the country context and among national partners. The CPE will evaluate relevance, coherence and effectiveness of the CP so far (as per the OECD-DAC evaluation criteria) with the following three objectives, which are to:

- Provide an independent assessment of the selected programme results so far,
- Provide an assessment of UNICEF's positioning within the Government and national partners, and
- Draw lessons from the CPD 2021-25 implementation for the new CPD 2026-2030.

SCOPE OF THE EVALUATION

The principal focus will be on the present country programme from 2021 to 2024. Since the period of 2019-2020 was overwhelmingly dominated by the COVID-19 pandemic globally with no evidence of its real impact on the country’s population especially on children, this period will provide more a "background context" to understand the justification for the programming goals set.

When evaluating the results, there will not be any assessment of the CP progress in achieving outcome and impact level results due to the early stage of the current CP implementation.

TENTATIVE EVALUATION QUESTIONS

Following the UNICEF corporate CPE guidelines, the Turkmenistan CPE will look at the OECD-DAC criteria of relevance, effectiveness and cohesion.

Original question	Kept or deleted	Reformulated
Relevance		

1. To what extent has UNICEF been effective (so far) in meeting the needs of all children and been consistent with the priorities set in national policy frameworks and SDGs? What needs to be done to continue relevance in the next CPD?		
Effectiveness		
2. To what extent were the Country Programme results achieved so far as described in the current CPD?		
3. What external and internal enabling/restrictive factors affected UNICEF's progress?		
4. To what extent did UNICEF position itself among the most influencing stakeholders to achieve results for children?		
Coherence		
5. To what extent do the individual Country Programme components reinforce each other to leverage the contribution that UNICEF makes towards expected results?		
6. To what extent is the Country Programme consistent with other actors' interventions in the same context and add value while avoiding duplication of effort?		

Annex 2. Evaluation Matrix

Criteria	Evaluation question	Sub-questions	Sources of data	Methods
Relevance	1. To what extent has CPD priorities have been consistent with the priorities set in national policy frameworks, CRC Concluding Observations and SDGs guiding principles (human rights, gender equality, disability, and leave no one behind)?	<ul style="list-style-type: none"> • What mechanisms did UNICEF CO use to ensure that CP is consistent with national priorities and policy frameworks during CPD design? • What mechanisms did UNICEF CO use to ensure that CP remains consistent with evolving national priorities and policy frameworks during CP implementation? • What mechanisms did UNICEF CO use to ensure that CP is consistent with the CRC Concluding Observations? • What mechanisms did UNICEF CO use to ensure that CP is consistent with SDGs guiding principles (human rights, gender equality, and leave no one behind) during CPD design and implementation? • To what extent each of CP priority sub-areas is consistent with the CRC Concluding Observations? • To what extent each of CP priority sub-areas is consistent with national priorities and policy frameworks? • To what extent each of CP priority sub-areas is consistent with SDGs guiding principles? 	<p>CPD, COARs, evaluation reports</p> <p>National policies (as per the Document map)</p>	<p>Desk review</p> <p>Interviews with UNICEF CO staff and national stakeholders</p>
	2. To what extent has UNICEF been effective (so far) in responding to the needs of all children including most vulnerable in planning and implementation of programme areas?	<ul style="list-style-type: none"> • What information and mechanisms did UNICEF CO use to ensure that CP is responding to the needs of children, including the most vulnerable groups of children, during CPD design? • What information and mechanisms did UNICEF CO use to ensure that CP is responding to the needs of children, including the most vulnerable groups of children, during CP implementation? • To what extent each of CP priority sub-areas was responding to the needs of children related to this sub-area during CP design and implementation? 	<p>CPD, COARs, evaluation reports</p> <p>Studies (as per the Document map)</p>	<p>Desk review</p> <p>Interviews with UNICEF CO staff and national stakeholders</p>
Effectiveness	3. To what extent have the Country Programme results (as described in the current CPD) been achieved so far as?	<ul style="list-style-type: none"> • In what ways have interventions implemented under each of the specific CP sub-areas contributed to achievement relevant CP outputs? • What are the key achievements under each of the specific CP sub-areas? 	<p>CPD, COARs, evaluation reports</p>	<p>Desk review</p> <p>Interviews with UNICEF CO staff and</p>

		<ul style="list-style-type: none"> • How critical are these achievement for further progress under each of the specific CP sub-areas? • What results were expected, but were not achieved under each of the specific CP sub-areas? • How critical is non-achievement of these results for further progress under each of the specific CP sub-areas? 		national stakeholders
	<p>4. What external and internal (including financial, human and other resources) enabling/restrictive factors affected UNICEF’s progress? Were there any factors outside of UNICEF control that substantially affected the implementation of the CP so far? Could they have been better managed by CO?</p>	<p>In each of the CP sub-areas:</p> <ul style="list-style-type: none"> • Were there any internal factors that enabled CP performance? In what ways? Did the CO manage to capitalize on these factors to accelerate progress? • Were there any internal factors that constrained CP performance? In what ways? Did the CO manage to mitigate these factors to accelerate progress? • What are the key lessons learned from dealing with internal factors? • Were there any external factors that enabled CP performance? In what ways? Did the CO manage to capitalize on these factors to accelerate progress? • Were there any external factors that constrained CP performance? In what ways? Did the CO manage to mitigate these factors to accelerate progress? • What are the key lessons learned from dealing with external factors? <p>For CP in general:</p> <ul style="list-style-type: none"> • Were there some internal factors that had the general positive effect on CP progress? In what ways? • Were there some internal factors that had the general negative effect on CP progress? In what ways? • Were there some external factors that had the general positive effect on CP progress? In what ways? • Were there some external factors that had the general negative effect on CP progress? In what ways? 	CPD, COARs, evaluation reports	<p>Desk review</p> <p>Interviews with UNICEF CO staff, ECARO, contractors (St. Petersburg Early Interventions Institute, Cerci Lisboa), national stakeholders</p>
	<p>5. How has UNICEF positioned itself among the most influencing</p>	<ul style="list-style-type: none"> • What is the UNICEF CO perspective on UNICEF positioning in Turkmenistan? 		Interviews with:

	stakeholders to achieve results for children?	<ul style="list-style-type: none"> • Did UNICEF positioning change in any ways in the course of CP implementation in 2020-2024? • What are the perceived strengths and weaknesses on UNICEF positioning in the opinion of UNICEF CO? • Did these strengths and weaknesses have any effect on CP performance? • How do other UNCT members perceive UNICEF positioning and its evolution, if any? • What are the perceived strengths and weaknesses on UNICEF positioning in the opinion of UNCT members? • Did these strengths and weaknesses have any effect on cooperation with UNICEF and UNICEF CP performance? • How do national stakeholders perceive UNICEF positioning and its evolution, if any? • What are the perceived strengths and weaknesses on UNICEF positioning in the opinion of national stakeholders? • Did these strengths and weaknesses have any effect on cooperation with UNICEF and UNICEF CP performance? 		UNICEF CO staff, UNCT members (UNDP, UNFPA, OHCR, IOM, WHO, UNODOC), national stakeholders
Coherence	6. To what extent have UNICEF interventions worked in convergent ways to implement CPD priorities?	<ul style="list-style-type: none"> • What mechanisms were used by UNICEF CO to enable cooperation and synergies between interventions within each of the CP sub-areas? What worked well, what did not work so well? • What mechanisms were used by UNICEF CO to enable cooperation and synergies between interventions in different of CP sub-areas? What worked well, what did not work so well? • Are there any missed opportunities? 	CPD, COARs, evaluation reports	Desk review Interviews with UNICEF CO staff
	7. To what extent has UNICEF been coordinating its interventions with other key governmental and non-governmental actors?	<ul style="list-style-type: none"> • What mechanisms were used by UNICEF CO to enable cooperation and synergies with other UN agencies? What worked well, what did not work so well? • What mechanisms were used by UNICEF CO to enable cooperation and synergies with government agencies? What worked well, what did not work so well? • What mechanisms were used by UNICEF CO to enable cooperation and synergies with CSOs? What worked well, what did not work so well? 	CPD, COARs, evaluation reports	Interviews with: UNICEF CO staff, UNCT members (UNDP, UNFPA, OHCR, IOM,

				WHO, UNODOC), national stakeholders
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Annex 3. Stakeholder Map.

CP priority area	Stakeholders (staff) in the Country Office (name and position)	Other UN agencies (name, position, agency)	Key national stakeholders (name, position, organization)
Governance for children	Sofiya Yuvshanova, CRM-E Specialist Aysenem Agabayeva, Social Policy Specialist	UNDP, Akmurad Danatarov, Governance Portfolio UNFPA, Dovran Yamatov, Population dynamics Analyst OHCHR, Yelena Butova, Human Rights Officer IOM, Timur Dosmamedov, Head of Office	Ministry of finance and economy State Statistics Committee Institute of State, Law and democracy Office of Ombudsmen
Child health, nutrition and early development	Shemshat Raimova, Health Specialist Dilara Ayazova, Procurement Officer Jepbar Bashimov, ECD Specialist/Disability focal point Sulgun Berdiyeva, UNICEF ECD Consultant	WHO, Ovezmyradova Guljermal, NCD, NPO WHO, Leyli Shamyradova, Project Officer UNFPA, Kemal Goshliyev, RH, NPO UNDP – Lale Chopanova, Health Portfolio	Ministry of Health and Medical Industry Curative-prevention department, MOHMI Sanitary-epidemiological department, MOHMI. Financial Department, MOHMI Public Health and Nutrition Center Deputy Director of the Scientific-clinical MCH Hospital. Deputy Director of the Scientific-Clinical Research Center of the MCH. Turkmen State Medical University Women Union
Social and child protection	Aysenem Agabayeva, Social Policy Specialist Serdar Bazarov, Child Protection Officer	UNFPA, Mehri Karakulova, Gender Officer UNDP, Akmurad Danatarov, Governance Portfolio UNDP, Guljahan Gochova, Project Manager UNODC, Rustam Babayev, National Programme Officer (works with MIA in strengthening the capacity of investigators), Annatach Mammedova, National Programme Officer (works on parenting programmes)	Ministry of Labour and social protection: Social Welfare Department, Methodology Department (responsible for the development and scale-up of a social service workforce); Pension Fund; Ministry of Internal affairs: Legal and international relations Department (responsible for the preparations of methodologies, regulations), Department responsible for the execution of criminal investigations, Public Safety Department (supervising the work of inspection on minors, transit centers for children);

		IOM, Timur Dosmammedov, Head of Office	<p>General Prosecutor's Office: Department responsible for overseeing the execution of legislation with regard to minors;</p> <p>Ministry of Education: Department of Preschools (oversees boarding schools, works with guardianship authorities, on inclusion, child safeguarding);</p> <p>Hakimlik (Municipality) of Ashgabat city: specialists in guardianship and trusteeship, secretaries of the Commissions of Minors)</p>
Quality and inclusive education	Jepbar Bashimov, ECD Specialist/Disability focal point Nina Kerimi, UNICEF expert	<p>UNESCO Almaty, Nurbek Teleshaliyev, OHCHR, Yelena Butova WHO, Ovezmyradova Guljema, NCD, NPO UNFPA, Kemal Goshliyev, RH, NPO</p> <p>ECARO, Ms. Nora Shabani, Education Specialist/Disability focal point St. Petersburg Early Interventions Institute (Russian Federation), Ms. Larisa Samarina, General Director; Ms. Evgeniya Ermolaeva, Executive Director Cerci Lisboa (Portugal), Ms. Filomena Pereira and Ms. Fatima Duarte</p>	<p>Ministry of Education Department of secondary education Department of preschool education Digitalization department National Institute of Education Director Staff engaged in secondary education Staff engaged in pre-school education Youth Union Ministry of Health Head of department of physical therapy of the International Neurology Center Head of educational department of the State Medical University Ministry of Labour and Social Protection Social Welfare Department, Methodology Department (responsible for the development and scale-up of a social service workforce);</p>
Programme effectiveness	Alexandru Nartea, Deputy Representative Boris Ter-Semyonov, Operations Manager Sofiya Yuvshanova, CRM-E Specialist Selbi Hanova, Social and Behavior Change Officer	<p>UNRCO – Chary Nurmuhammedov, Team Leader</p> <p>Yelena Butova, OHCHR NPO Jahan Saparmamedova, UNDP Communication Analyst</p>	<ol style="list-style-type: none"> 1. Director of Mahabat Mudirligi of State TV and Radiobroadcasting Committee 2. International Department of Women's Union

	<p>Mahriban Mullabayeva, Communication Officer</p>	<p>Any member of UNCG group, if necessary Project Manager for WB funded Prevention of COVID-19 in Turkmenistan Project of UNDP Youth National Programme Analyst on Gender and Youth of UNFPA</p>	<ol style="list-style-type: none"> 3. International Department of Youth Organization named after Magtymguly 4. Director of Yenme 5. Director of Deaf and Blind Society and 4 members with visual disabilities who took part in UNICEF activities <p>Sapaly Yollar (translation and event management) Turkmenportal news agency Neutral Turkmenistan News Agency Golden Age news agency National Red Crescent Society Representatives of German Embassy? Representatives of European Union?</p> <p>Ministry of Defense, Civil Rescue Operations Department</p>
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Annex 4. Data collection instruments

4.1. Format for data collection and organization

CP priority area	
Related outcome	
CP priority sub-area	
Related output	
Expenditure, USD	
National partners	
UN partners	
Targeted groups of children Why these groups were selected	
Relevant national policies (specific provisions)	
Implemented activities	
<ul style="list-style-type: none">• Role of UNICEF communication• Role of UNICEF procurement	
Coordination with other CP sub-areas	
Coordination with other UN agencies and national partners	
Achieved results	
What worked, why?	
What did not work, why?	
Important remaining gaps	
Lessons learned	

4.2. Interview guides

Interviews with UNICEF CO staff

Related evaluation question	Interview questions
Intro and scoping	<ul style="list-style-type: none"> • How long have you been with UNICEF CO? • What is your role? • What CP areas and sub-areas do you work on?
<p>Relevance</p> <p>1. To what extent has CPD priorities have been consistent with the priorities set in national policy frameworks, CRC Concluding Observations and SDGs guiding principles (human rights, gender equality, disability, and leave no one behind)?</p> <p>2. To what extent has UNICEF been effective (so far) in responding to the needs of all children including most vulnerable in planning and implementation of programme areas?</p>	<ul style="list-style-type: none"> • Have you been involved in the CP design? <p>If yes,</p> <ul style="list-style-type: none"> • What was the process of the CP design for your area? • What considerations informed the CP design in your area? • How were CP priorities identified for your area/sub-area when CP was designed? • What groups of children does the CP target in your area? Are there any vulnerable groups of children targeted? • How did you make decision about CP target groups in your area? • Did you consider any of the national policies when working on the CP design? Which ones? If yes - How did this inform the CP designed for your area? • Did you consider any of the CRC Concluding Observations? If yes - How did this inform the CP designed for your area? • Did you consider human rights, gender equality, disability, and leave no one behind principles when working on the CP design for your area? If yes - How did this inform the CP designed for your area? • Were there any changes in the national context in 2020-2024 that affected your CP area? • How did you address these changes in the CP design for your area? • Were there any changes in the needs of children groups targeted by your CP area? • How did you address these changes in the CP design for your area?
<p>Effectiveness</p> <p>3. To what extent have the Country Programme results (as described in the current CPD) been achieved so far as?</p> <p>4. What external and internal (including financial, human and other resources) enabling/restrictive factors affected UNICEF's progress? Were there any factors outside of UNICEF control that substantially affected the implementation of the CP so far? Could they have been better managed by CO?</p>	<ul style="list-style-type: none"> • What interventions were implemented in your CP area/sub-area? • What were the key results of these interventions? • What do you see as your main achievements in your CP area/sub-area? • How critical are these achievement for further progress in your CP area/sub-area? • What were the key factors, both internal and external, that enable achieved success? • What did not work as expected in your CP area/ subarea? • Did this result in any gaps in intended results? • How critical are these gaps for future progress in your CP area/ subarea? • Was your work supported by UNICEF communications? In what ways? • Was your work supported by UNICEF procurement? In what ways?
<p>Coherence</p> <p>6. To what extent have UNICEF interventions worked in convergent ways to implement CPD priorities?</p>	<ul style="list-style-type: none"> • Did you coordinate your work in your CP area/ sub-area with other CP areas? • What processes were used for this coordination? • In what ways did this cooperation affect results in your area?
<p>7. To what extent has UNICEF been coordinating its</p>	<ul style="list-style-type: none"> • Did you coordinate your work in your CP area/ sub-area with other UN agencies, national stakeholders and CSOs?

interventions with other key governmental and non-governmental actors?	<ul style="list-style-type: none"> • What processes were used for this coordination? • In what ways did this cooperation affect results in your area?
Effectiveness 5. How has UNICEF positioned itself among the most influencing stakeholders to achieve results for children?	<ul style="list-style-type: none"> • How would you describe UNICEF positioning in the country? • Did UNICEF positioning change in any ways in 2021-2024? • Do you see any strengths and weaknesses in UNICEF positioning? • Did this have effect on the CP implementation in your area/ subarea?
	<ul style="list-style-type: none"> • What are the key lessons that you have learned in the course of the design and implementation of the CP in your area/ subarea?

Interviews with national stakeholders

Related evaluation question	Interview questions
Intro and scoping	<ul style="list-style-type: none"> • How long have you been with this institution? • What is your role? • On what matters did you cooperate with UNICEF?
Relevance 1. To what extent has CPD priorities have been consistent with the priorities set in national policy frameworks, CRC Concluding Observations and SDGs guiding principles (human rights, gender equality, disability, and leave no one behind)?	<ul style="list-style-type: none"> • Have you been involved in the UNICEF CP design? <p>If yes,</p> <ul style="list-style-type: none"> • What was the process of the CP design for your area? • What considerations informed the CP design in your area? • How were CP priorities identified for your area/sub-area when CP was designed? • What groups of children does the CP target in your area? Are there any vulnerable groups of children targeted? • How decision about CP target groups were made?
2. To what extent has UNICEF been effective (so far) in responding to the needs of all children including most vulnerable in planning and implementation of programme areas?	
Effectiveness 3. To what extent have the Country Programme results (as described in the current CPD) been achieved so far as?	<ul style="list-style-type: none"> • What UNICEF CP interventions are you familiar with? • In what ways you were involved in implementation of this interventions? • What were the key results of these interventions? • What do you see as the main achievements of these interventions? Why? • How critical are these achievement for further progress in this area? • What were the key factors, both internal and external, that enabled achieved success? • What did not work as expected? Why? • Did this result in any gaps in intended results? • How critical are these gaps for future progress in this area?
4. What external and internal (including financial, human and other resources) enabling/restrictive factors affected UNICEF's progress? Were there any factors outside of UNICEF control that substantially affected the implementation of the CP so far? Could they have been better managed by CO?	
Coherence 7. To what extent has UNICEF been coordinating its interventions with other key governmental and non-governmental actors?	<ul style="list-style-type: none"> • Do you know any government interventions that worked on the same issues as UNICEF? • If yes, were there any coordination between government interventions and UNICEF interventions? • Were there any synergies, duplications between government interventions and UNICEF interventions? Did these interventions hinder each other in any way?

	<ul style="list-style-type: none"> Do you know any interventions of other UN agencies that worked on the same issues as UNICEF? If yes, were there any coordination between these interventions and UNICEF interventions? Were there any synergies, duplications between these interventions and UNICEF interventions? Did these interventions hinder each other in any way?
Effectiveness 5. How has UNICEF positioned itself among the most influencing stakeholders to achieve results for children?	<ul style="list-style-type: none"> How would you describe UNICEF positioning in the country? Did UNICEF positioning change in any ways in 2021-2024? Do you see any strengths and weaknesses in UNICEF positioning? Did this have any effect on the implementation on the UNICEF interventions you are familiar with?
Relevance 1. To what extent has CPD priorities have been consistent with the priorities set in national policy frameworks, CRC Concluding Observations and SDGs guiding principles (human rights, gender equality, disability, and leave no one behind)?	<ul style="list-style-type: none"> In your opinion, how relevant are UNICEF interventions that you are familiar with to the national policies and priorities? Please explain your answer.
2. To what extent has UNICEF been effective (so far) in responding to the needs of all children including most vulnerable in planning and implementation of programme areas?	<ul style="list-style-type: none"> In your opinion, to what extent UNICEF interventions that you are familiar with respond to the needs of Turkmenistan children? Please explain your answer.
	<ul style="list-style-type: none"> What are the key lessons that you have learned in the course of the design and implementation of UNICEF interventions you are familiar with?
Recommendations	<ul style="list-style-type: none"> In what areas UNICEF could be useful in the next programme cycle?

Interviews with UNCT members

Related evaluation question	Interview questions
Intro and scoping	<ul style="list-style-type: none"> How long have you been with this UN agency? What is your role? On what matters did you cooperate with UNICEF?
Effectiveness 5. How has UNICEF positioned itself among the most influencing stakeholders to achieve results for children?	<ul style="list-style-type: none"> What is UNICEF role and position in the area where you cooperate? In your opinion, what are the UNICEF key contributions in this area? Did UNICEF positioning change in any ways in 2021-2024?
Coherence 7. To what extent has UNICEF been coordinating its interventions with other key governmental and non-governmental actors?	<ul style="list-style-type: none"> Did any of interventions implemented by your agency work on the same issues as UNICEF interventions? Were there any coordination between these interventions and UNICEF interventions? Were there any synergies, duplications between these interventions and UNICEF interventions? Did these interventions hinder each other in any way? Have you been involved in any of the Joint Programmes with UNICEF? What was the UNICEF role in management, coordination and implementation of these Joint Programmes?

	<ul style="list-style-type: none">• Do you see any good practices and lessons learned emerging from your work with UNICEF?
Recommendations	<ul style="list-style-type: none">• In what areas you agency could cooperate with UNICEF in the next programming cycle?

Annex 5. Analysis of linkages between activities and output indicators

Output 2.1: Mother, new-born and child health

Output 2.1. The Ministry of Health and Medical Industry strengthens capabilities, normative base and tools for planning, costing, implementing, quality-assuring and monitoring services for new-borns, young children and mothers, particularly in regions disadvantaged in terms of health outcomes and effects of climate change.

Activities 2021	Activities 2022	Activities 2023	Output indicators
2.1.1. Finalization, endorsement and start of implementation of the National Reproductive, Mother, Newborn, Child and Adolescents Strategy and Action Plan for 2021-2025.	2.1.1. Support for the implementation of the National Strategy Healthy Mother-Healthy Child-Healthy Future for 2021-2025.	2.1.1. Support for the implementation of the National Strategy Healthy Mother-Healthy Child-Healthy Future for 2021-2025.	(i) Costed National Implementation plan for maternal, newborn, child, and adolescent health care which has a communication component and mainstreamed health risks, including climate change available
2.1.12. Support to revision and costing of the basic universal free package for health services.	2.1.10. Support to the revision and costing of the basic universal free package for health services.	2.1.8. Support to the revision and costing of the basic universal free package for health services (subject of availability of funding).	
2.1.2. Support to optimization of the patronage/home visiting service, including revision/development of the regulatory base and competencies	2.1.2. Support the optimization of home visiting services, including revision / development of regulatory framework and a list of required competencies.	2.1.2. Support the optimization of home visiting services, including revision/development of the regulatory framework and a list of required competencies and implementation of an optimized model of home-visiting service in demonstration sites.	(ii) Policy for home visits is developed and/or revised, adopted and in use. Scale: 1- yes a home visit policy a)in-line with WHO/UNICEF recommendations, b) developed, c) adopted as part of national RMNCH strategy/plan and d)is being implemented is all of above; 2 - partial, at least meet one criteria from a-d and 3 - no.
2.1.3. Support implementation of the National Plans on Socio-Economic response to global pandemic and Preparedness and response plan of Turkmenistan to Acute Infectious disease	2.1.4. Support the implementation of the National Socio-Economic Response Plans to the Impact of the Global Pandemic and for Preparing and Responding to Acute Infectious Diseases and the National Plan	2.1.9. Support for the implementation of the Turkmenistan "COVID-19 Response Project" funded by a World Bank loan.	
2.1.4. Continue strengthening management capacity and efficient mechanisms for quality assurance of the MNCH services at central and local levels. Introduction of the			
2.1.5. Review of curriculum of under and postgraduate medical education (IYCF, IMCI, IPC and ECD), with the development			
2.1.6. Development of the pre-service and in-service curriculum and training modules on IYCF, IMCI, IPC and ECD, inclusion into the pre - and postgraduate programs of the State Medical University and support to establishment of velayat Training Hubs.	2.1.5. Development of curricula / cycles and modules on IMCI, infection control for inclusion in the program of pre- and postgraduate training of TSMU named after Myrat Garryev and support for the work of training centers in the velayats.	2.1.4. Development of curricula / cycles and modules on IMCI, infection control for inclusion in the program of pre- and postgraduate training of TSMU named after Myrat Garryev and support for the work of training centers in the velayats (subject of	
2.1.7. Support to the MOHMI in revitalization of the IMCI programme and development of a road map on introduction of IMCI program at scale.	2.1.3. Support to the MoHMIT in the finalization of the roadmap for the implementation of the IMCI program and the implementation of the program at the national level, including the revision of	2.1.3. Support to the MoHMIT the implementation of the IMCI program at the national level, including the revised pediatric protocols and algorithms within the IMCI framework.	
2.1.8. Support in establishment the Health information system in the framework of State Program on Digital Turkmenistan including registry on neonatal screening, vaccination management system and registry of child birth and death.	2.1.6. Supporting the establishment of a centralized health information system under the Digital Turkmenistan Program, including a neonatal screening register, a vaccination management system and an infant mortality register	2.1.5. Supporting the establishment of a centralized health management information system under the Digital Turkmenistan Program, including a neonatal screening register, a vaccination management system and an infant	
2.1.9. Implementation of Perinatal Mortality Audit in Dashoguz and Mary velayats and development of a nationwide scale up strategy	2.1.7. Continue to support the implementation of perinatal mortality audit in Dashoguz and Mary velayats and develop an implementation plan at the national level	2.1.6. Continue to support the implementation of perinatal mortality audit and develop an implementation plan at the national level (subject of availability of	
2.1.10. Support to continuity of immunization program through	2.1.8. Ensuring the sustainability of immunization programs through	2.1.7. Ensuring the sustainability of immunization programs through	
2.1.11. Development of a regional program to improve the health and nutrition status of mothers and children, and strengthen capacity of health professionals in the Aral Sea region, the Environmental Disaster			
	2.1.9. Supporting the implementation of a regional program to improve the health and nutrition of mothers and children and improve the capacities of medical workers		
	2.1.11. Review and update of the existing National Emergency Risk Communication Plan for 2018 and increasing capacity of		