

## Evaluation Management Response Document

**Region:** ECAR

**Office:** Turkey

**Evaluation Year:** 2020

**Evaluation Title:** Evaluation of Turkey Country Programme 2016-2020

**Person In Charge For Follow Up to Management Response:** Mekiya Feki

### Overall response to evaluation

The CPE was conducted with the primary purpose of informing the preparation of the new CPD, especially its strategies and operationalization process. The report offers key insights on what worked well and on lessons learnt that have been and are being taken into account in this ongoing process. The report also provides useful indication of good practices that can be considered innovative and should be further documented for the benefit of the organization as a whole or parts of it. The Country Programme Evaluation is in line with UNICEF Evaluation Standards and coherent with the scope and focus indicated in the TOR and further discussed with the evaluators at the inception phase. Overall the evidence provided to support findings is sufficiently solid and coherent, considering the existing external limitations hindering access to reliable data on some aspects of the programme. Overall, the recommendations are useful and relevant for UNICEF Turkey, its partners and other stakeholders. The evaluation process was participatory since the early planning stages, and the CO, the Evaluation team of the RO and the Strategy and Budget Presidency (as lead of the Evaluation Reference Group from the Government's side) have collaborated throughout the process. A broader group of stakeholders has been also involved at different stages of the evaluation, thus guaranteeing ownership and understanding of the findings and recommendations.

### Planned Use of the Evaluation

Findings and recommendations from the CPE have been discussed with a wide range of stakeholders, including members of the Child Intersectoral Board (a coordination body representing the government and non-governmental partners of the Country Programme), the Strategy and Budget Presidency, all staff at UNICEF Turkey and several ECA Regional Advisors. In-depth discussions have taken place at the CMT, the PCM and ad-hoc platforms where specific aspects of the report have been considered for programmatic decision-making also with partners. Conclusions from these discussions on how the findings and recommendations will be concretely used are reflected in the actions planned in this management response. Key findings have been reflected in the 2021-2025 CPD, in the latest version of the PSNs and in the CPMP as relevant.

### Evaluation Post

Same as above

### Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
2	Consolidate and ensure sustainable transition of current service delivery programmes in the education sector: UNICEF should seek to ensure the sustainability of its current cash-based and service delivery programmes in the education sector (CCTE, SVEP, ALP) while exploring options for handing over its own administration of those programmes to other actors in the short to medium term. Sub-recommendations: 2.1 UNICEF should seek new international funding sources for the refugee extension of the CCTE scheme, given the likelihood that the GoT will not be able to bring it on budget in the near term. The Regional Office could play an important advocacy role in this regard, particularly with the EU in Brussels. 2.2 UNICEF should pursue policy advocacy to extend the CP component of the extended CCTE to the wider national CCTE scheme and should consider re-targeting towards secondary school level where attendance rates are much worse than for primary level. 2.4 UNICEF should explore options for handing over of the administration of the CCTE refugee element with the GoT/TRC. 2.5 UNICEF should seek to secure future funding for a (revised) SVEP programme and discuss handover of administration with MoNE and potential partners. Likewise, it should aim to secure future funding for ALP and discuss handover with MoNE.				Partially Agree	
2.1	Accelerate advocacy and negotiations for future funding for these key programs, and update the fundraising strategy to diversify the funding base of the country program.	Turkey CO	Nona Zicherman	6/29/2021	Completed	A New Fundraising Strategy is developed . It takes into account the fundraising environment and leveraging on public and private sector partnerships, IFIs, UN joint programmes, and thematic funds.

2.2	Evidence-based advocacy and continuous engagement with ECHO to secure additional funding for continuity of the CCTE in Turkey	Turkey CO	Nona Zicherman	12/30/2020	Completed	Costing and financing study of the CCTE and CCTE evaluation was finalized and used to inform advocacy with government partners and donors. In July, the European Parliament endorsed funding for 18 more months for the CCTE. In Q4 2020, ECHO approved a 17-month extension of the CCTE program.
2.3	Roadmap to be developed for evidence-based advocacy and policy dialogue with MoFLSS to strengthen the linkages between Social Assistance and Family and Community support services with a view to have a cash+care approach in the national system	Turkey CO	Emre Uckardesler	12/30/2021	Completed	In 2022, UNICEF supported the government to adopt the Cash+Care Model of CCTE for Refugees Programme to the government implementation of the Programme and expand the number of provinces where CP component is implemented. In 2023, Cash+Care Model (of CCTE Programme) is implemented by the government in 56 provinces. The lessons of this government implementation are used to inform the plans for overall Cash+ programming in other government programmes. In 2023, UNICEF TCO provided technical support and training on integrated (Cash+) programming in other national programmes.
2.4	Exit strategy for the SVEP program to be formulated in close coordination with MoNE.	Education Section	Brenda Haiplik	12/30/2021	Completed	The SVEP program has transitioned into Syrian Social Workforce Support (SSW) program, which is currently being evaluated. The outcome will feed into the next CPD 2026-2030 planning process which has commenced as of Jan 2024.
3	Build stronger cross-sectoral linkages within UNICEF's own programme: In order to fulfil its ambition to work effectively across sectors to tackle multi-factor challenges to children's security and development, UNICEF needs to find better ways of bringing together agendas that are currently highly 'projectized' by donors, working to different timeframes and sometimes pursued in isolation from each other. The goal should be integrated programming at provincial and local/municipal levels, and highly coordinated policy and systems engagement at national level. Sub-recommendations: 3.1 The child labour agenda needs to be better integrated both within UNICEF's own child protection agenda and with the work of other UN agencies. The related evidence-generating work could usefully cross-fertilise the work on other aspects of UNICEF's agenda, including child protection and education. 3.2 Likewise, the child rights monitoring agenda should be more closely linked to the community-based child protection work as well as other aspects of the CP programme. 3.3 Given the critical care-system linkages noted above between education, social policy, justice, health and other services, the next CPD should adopt a more holistic approach that draws the appropriate links between these services. In doing so, it should draw on the UNICEF global social protection strategic framework to better integrate and orientate the future CPD (Integrated Social Protection Systems: Enhancing equity for children – <a href="https://www.unicef.org/reports/global-social-protection-programme-framework-2019">https:// www.unicef.org/reports/global-social-protection-programme-framework-2019</a> )				Agree	

3.1	In the new PSN, child labour programming, especially its aspects related to access and quality of child protection services, to be integrated and mainstreamed in the overall programming for CP system strengthening.	Child Protection	James Gray	7/31/2021	Completed	The 2021-2025 PSN for outcome 3 (especially output 3.2) reflects the intention to integrate child labour into the overall priority of strengthening national and community-based CP services. The current version of the PSN was finalized in July.
3.2	The new PSN to reflect the option of expanding the CRM agenda capitalizing also on the work of partners engaged in community-based CP.	Child Protection	Goktan Kocylidirim	7/31/2021	Completed	The 2021-2025 PSN for outcome 4 (especially output 4.3) reflects a renewed effort in CRM programming that can also capitalize on the work of partners engaged in CB-CP. The PSN was finalized in July.
3.3	The new CPD structure and PSN to clearly reflect the intention to pursue a more holistic approach that draws the appropriate links between education, social and child protection, justice, and health services	Turkey CO	Nona Zicherman	7/31/2021	Completed	The structure of the new CPD (approved by the Board in September 2020) is multi-sectoral in nature and responds precisely to the concern raised by this recommendation. The PSNs of all outcomes and especially outcome 3 address this recommendation. The current version of the PSN was finalized in July.
4	Diversify the partner base and help build stronger coalitions at all levels: For the post-2020 country programme, UNICEF needs to review its partnership portfolio and collaborations. It should aim for stronger UN collaboration on children's and gender issues, greater diversity of civil society partnerships, and the fostering of local coalitions between municipal authorities and community-based actors. Sub-recommendations: 4.1 UNICEF should pursue stronger collaboration and harmonisation with UNHCR, UNDP, UN Women and ILO on issues such as social cohesion, gender-related issues (including child marriage and GBV) and child labour, aiming to ensure the UN speaks with one voice on key child-related issues. 4.2 In relation to the above recommendation, UNICEF should review the case for opening a small liaison office in Istanbul – where many other UN agencies have offices – or of seconding a staff member to a sister UN agency (e.g. UNHCR), particularly given the scale of issues related to refugee and migrant children in that city. 4.3 UNICEF should maintain and build on effective current NGO partnerships like those with TRC, ASAM and Support to Life, while seeking to diversify its range of NGO partnerships nationally and locally, as conditions allow. 4.4 In tandem with the diversification of partnerships, UNICEF should play a greater role in building and supporting coalitions and networks at the local level working on child-related and gender issues. 4.5 In this context, UNICEF might consider trialling a consortium model i.e. multi-lateral partnerships between provincial/municipal authorities, CBOs and UNICEF, in order to foster more joined approaches and stronger collaboration. An adapted child-friendly cities model may provide a useful framework.				Agree	

4.1	UNICEF to lead and contribute to concrete inter-agency efforts (including inter-agency platforms and strategy notes) to pursue stronger collaboration and harmonisation on relevant common issues (including also social cohesion, gender-related issues and child labour). UNICEF will chair the Social Inclusion results group of the new UNDCSF, and will ensure collaboration and development of joint programs through this platform.	Turkey CO	Nona Zicherman	3/30/2021	Completed	UNICEF is proactively leading various groups as well as actively participating in thematic groups. UNICEF leads RG1 on Social Inclusion and a number of process on workplanning, reporting and annual reviews, which were introduced under RG1 collaboration, have been replicated in other RGs. UNICEF participates in RG2 to RG6, Monitoring Working Group and Gender Working Group. A joint programme on CEFM has been established between UNICEF, UNWOMEN and UNFPA. UNICEF is well positioned to influence child rights agenda in the SDG advancement.
4.2	Programmatic presence in Istanbul to be established	Turkey CO	Dragan Markovic	10/29/2020	Completed	The CPMP was prepared taking into account this recommendation and one NOC post was established in Istanbul. The CPMP was approved by the PBR in October 2020.
4.3	The new PSN to reflect sub-recommendations 4.3, 4.4, 4.5 regarding diversification of partnerships, building and supporting coalitions and networks and promoting multi-lateral partnerships involving different stakeholders	Turkey CO	Goktan Kocylidirim, Si Mestroni	7/31/2021	Completed	The 2021-2025 PSN for outcome 4 reflects a renewed effort to expand the partnership portfolio with a broader range of CSOs but also involving the private sector and other national and local stakeholders. The concept of 'social compact for children' is central to the PSN and reflect the intention of promoting coalitions, networks and multi-lateral partnerships. The current version of the PSN was finalized in July.
5	Evolve UNICEF's technical support, policy advisory and capacity development roles: Given that the provision of technical support and advice on specific child-related agendas is clearly a key part of UNICEF's added value in this context, UNICEF should maintain and further develop its technical capacities – including expertise on ECD, gender and public finance for children, as well as child rights monitoring. At the same time, it should continue to build the capacities of both local authorities and non-governmental actors on child-related issues, and act as a catalyst in attempts to find locally appropriate solutions for children. Sub-recommendations: 5.1 Maintain and enhance UNICEF's capacities to provide relevant policy advice to government at all levels, particularly in the areas of ECD, gender and public finance for children. 5.2 Reflecting the priority given in the Education Vision 2023 to strengthen the quality of education, UNICEF should seek to play a technical advisory role towards PIKTES, in discussion with MoNE. 5.3 Given the potentially pivotal role of social workers in promoting the security and well-being of all children in Turkey, UNICEF should discuss with MoFLSS how it can better support the ASDEP process and build social work outreach capacity. 5.4 UNICEF should offer consistent technical support and advice to local level authorities in areas of greatest child vulnerability (including its gender-specific dimensions), tailoring support to local priorities (e.g. child labour in Adana). This should be combined with targeted local evidence generation on selected priority issues. 5.5 UNICEF should maintain senior-level capacity on gender analysis. UNICEF should work with its government counterparts to address training and policy gaps on PSEA, and to address issues identified (including abuse of children in detention facilities). 5.6 UNICEF's should be creative in its efforts to develop capacity, which should include – but go beyond – technical training for individuals. Where possible they should include on-the-job accompaniment and mentoring, and potentially cross-institutional secondments. They should also include organisational capacity development as appropriate.				Partially Agree	

5.1	CPMP to consider expanding HR capacity on ECD, gender and public finance for children as per sub-recommendations 5.1 and 5.5	Turkey CO	Gurhan Aydeniz	10/29/2020	Completed	The CPMP was prepared taking into account the need to expand HR capacity in the suggested. New posts for gender, ECD and PF4C were created. The CPMP was finalized and approved by PBR in October.
5.2	Agreement to be reached with EUD to formalize UNICEF's advisory support to PIKTES. UNICEF already ongoing advisory support to PIKTES to be documented.	Turkey CO	Brenda Haiplik	12/30/2021	Completed	This was not formalized, despite having six weekly meetings with the PIKTES team. Advisory support was provided but not documented or formalized in any form. UNICEF sits on their Steering Committee, more as an observer.
5.3	Strengthening the social service workforce should be reflected as a priority under Outcome 3 of the new CPD, and related activities will be included in the 2021-2022 RWP with MoFLSS	Turkey CO	Rita Neves	4/29/2021	Completed	1- It was added to new CPD under outcome 3 as a priority 2- It was also added to RWP with MoFSS- 2021-2022 and 2023-2024 as activity 5: Strengthening social service workforce and increasing the capacity of MoFSS personnel 3- SSW assessment has been initiated with the support of international consultancy 4- Capacity building programmes were conducted, supportive documents such as case management trainign sets were developed to improve knowledge of the ssw
5.4	PSN to consciously identify a sufficiently varied range of implementation strategies that go beyond technical training of individuals	Turkey CO	Nona Zicherman	7/31/2021	Completed	The implementing strategies identified throughout the 2021-2025 PSN (in various outcomes and outputs) reflect a wide range of approaches that go beyond and complement the technical training of individuals. The current version of the PSN was finalized in July.

6	<p>Strengthen the evidence and monitoring base: Given the gaps in the evidence base concerning the fulfilment of child rights in Turkey, and the serious weakness of child rights monitoring systems, UNICEF should invest more in this area of work both with government and other partners. This should include thorough analysis of current legislation, policies, regulations and the social welfare workforce in order to identify factors that hamper the realisation of children's rights and address gender inequalities. It should also include documentation of lessons from this context that might have wider application, including lessons arising from ground-breaking efforts to integrate refugee children into the public school system. In parallel with efforts to secure more consistent data on children and child rights, UNICEF should aim to strengthen the conceptual underpinning of its results monitoring framework as described in section 3 of this report, as well as the ways in which it seeks to monitor progress and changes in outcomes. This relates to the reality check function identified above and includes in particular gender-related outcomes. In doing this, UNICEF in Turkey needs to find better ways to reconcile the requirements to align with UNICEF's global reporting frameworks on the one hand, and to construct an effective and relevant performance management framework at the national level on the other. Given its particular experience in combining humanitarian and development targets within the same strategy and monitoring framework, the TCO should also actively contribute to the corporate dialogue on global standard indicators and their relevance to the range of contexts where UNICEF operates. Sub-recommendations: 6.1 Consider designating dedicated human resources on child policy, systems and child rights monitoring to inform UNICEF policy, strengthen outcome monitoring and underpin UNICEF's policy advocacy in Turkey. This should also help UNICEF play the 'reality check' role described above. 6.2 While continuing to work with key ministries on data gathering and data quality assurance, work more closely with civil society actors on this agenda, including academic institutions and local civil society actors to provide a higher degree of independent review and evidence generation. 6.3 In the new CPD, UNICEF should work more on developing different qualitative and quantitative monitoring instruments, which would additionally enable feedback from the local level about child rights fulfilment and the position of children in different environments and systems. This could include MICS and KAP survey techniques (see also R7 below). 6.4 Given the unique nature and scale of integrated education (host/refugee) in Turkey, UNICEF should document and analyse the experience (with MoNE) in order to identify lessons both for short term policy or systems adjustments and more generally. 6.5 Actively seek to fill gaps in current data and evidence concerning refugees and minority groups, as well as for children with disabilities. 6.6 In drawing up the new CPD for 2021-25, UNICEF TCO should strengthen the logical framework of the programme in the ways described in section 3 of this report. At the same time, it should aim to produce a RAM framework that better meets the needs of the Turkey context.</p>				Partially Agree	
6.1	CPMP to consider rationalizing the distribution of responsibilities related to policy advocacy and CRM, in partial follow up to sub-recommendations 6.1	Turkey CO	Gurhan Aydeniz	10/29/2020	Completed	The CPMP was prepared taking into account the need to rationalize these functions and ensure a clear distribution of roles for CRM was identified. The CPMP was finalized and approved by PBR in October.
6.2	The new PSN to reflect sub-recommendations 6.2, 6.3, 6.5 regarding diversification of partnerships for evidence generation, expansion of the monitoring instruments with the ultimate goal of reducing data gaps on children, especially certain vulnerable groups.	Turkey CO	Silvia Mestroni	8/31/2021	Completed	The 2021-2025 PSN for outcome 4 reflects renewed efforts to expand partnerships with CSOs for evidence generation using more efficient approaches. It also prioritizes partnerships with different actors of the national statistical system to influence the National Statistical Program and reduce the data gap on children. The current version of the PSN was finalized in July.
6.3	Feedback based on the CPE observations on the results framework to be provided to DAPM during the preparation of the new global results framework for the next Strategic Plan	Turkey CO	Silvia Mestroni	6/29/2021	Completed	No action taken, however CPE of the current CPD 2021-2025 is underway. Observations/recommendati will be shared with the HQ/RO.

7	<p>Strengthen UNICEF's work to influence social norms and social cohesion: UNICEF should in the new CPD devise a more coherent and consistent approach to influencing relevant social norms and to promoting social cohesion, in close collaboration with UN and other actors. It should broaden its use of C4D techniques in this regard, both in terms of evidence generation and influencing, as well as reviewing all relevant programme components with a social cohesion lens. Sub-recommendations: 7.1 In light of the alarming decrease in social acceptance of refugees, UNICEF should collaborate more closely with UNHCR and IOM on the social cohesion (host/refugee) agenda, which demands a multi-sectoral approach and broad understanding of the relevant social and economic drivers. 7.2 Specifically, UNICEF should review the education components of its programme with social cohesion in mind, addressing factors that may exacerbate social cohesion issues and minimising unintended effects. 7.3 UNICEF should have a particular focus, in collaboration with UNFPA and UN Women, on influencing adverse gender-related social norms, including child protection issues like child marriage and GBV, and norms that affect the realisation by adolescent girls in particular of their full potential. The Gaziantep experience on child marriage should be evaluated in this regard and the lessons applied more widely. 7.4 UNICEF should build on and extend its current C4D agenda to better understand and influence prevailing social beliefs and attitudes that influence the treatment of girls and boys. Where possible this might include the use of KAP surveys. At a minimum, UNICEF should seek to consistently promote key messages through existing programmes (including education and child protection), through suitable media outlets and otherwise, and devise (with partners) a way of gauging changes of behaviour and attitude over time.</p>	Agree				
7.0	<p>The new UNSDCF to incorporate joint programming with different UN agencies on social cohesion, child marriage, GBV and gender-related social norms (sub-recommendations 7.1 and 7.3)</p>	Turkey CO	Silvia Mestroni, Pinar Oktem	6/29/2021	Completed	<p>The UN Joint Programme for the Elimination of Child, Early and Forced Marriage was extended until September 2021 and then successfully transitioned to its second phase in October 2021. UNICEF currently leads the Joint Programme as convening agency in partnership with UN Women and UNFPA. The Programme ends in September 2024. Efforts are ongoing for the continuation of the partnership beyond the contractual end-date of the Joint Programme. UNICEF is also active in joint programming under Result Group 2 (Women's Empowerment and Gender Equality), taking part in specialized Task Forces, including Task Force for UNCT gender capacity building, UN SWAP gender scorecard exercise, and conducting joint advocacy events.</p>
7.2	<p>In the new PSN, social cohesion (particularly conflict-sensitive education planning and programming) to be mainstreamed in all education related components.</p>	Turkey CO	Brenda Haiplik	11/29/2020	Completed	<p>The new PSN mainstreams social cohesion in all relevant education components. The current version of the PSN was finalized in July 2020. Besides, a specific programme focusing on social cohesion in schools has also started in Q4 2020 to ensure that school are safe spaces for Syrian and Turkish children.</p>

7.3	CPMP to consider expanding HR capacity on C4D	Turkey CO	Gurhan Aydeniz	10/29/2020	Completed	The CPMP was prepared taking into account the expanded focus on influencing social norms and behaviours in the new CPD and the need to expand HR capacity in C4D, with the establishment of a P3 C4D post. The CPMP was approved by PBR in October.
8	<p>UNICEF, communication and child rights advocacy: UNICEF should review its public and private influencing roles with a view to strengthening both. The TCO's Communication and Public Advocacy Strategy 2018-21 provides a sound overall base, but UNICEF needs more specific influencing targets and related strategy to be built into each component of its programme. The communication function in this sense needs to be more closely aligned with the programme than is currently the case, particularly in areas of the programme (like ADAP) that involve giving a voice to young people. UNICEF's role as an advocate is particularly important. It should be careful to maintain its independence of judgment while working closely with government counterparts. It must also remain prepared to make the case for what may at times be politically or culturally sensitive action where it judges it to be in the best interests of children and necessary for the fulfilment of child rights. Sub-recommendations: 8.1 In formulating its new CPD and related planning documents for 2021-25, UNICEF should build in influencing targets as an integral part of the programme design. Progress against these should be reviewed regularly by managers, and adjustments to targets &amp; strategy made as necessary. 8.2 Advocacy on gender-related issues needs to be maintained even though the current policy environment may be unfavourable in some ways. UNICEF needs to make the case for young women (Turkish and refugee) to be given the opportunities to able to participate fully in society and for girls' secondary education to be given due priority. Child marriage should remain an advocacy priority. 8.3 Transition funding should be an advocacy priority for UNICEF in collaboration with UNDP, UNHCR and other UN agencies. This case can be made on both child development and humanitarian grounds, as well as on the grounds of social cohesion.</p>				Agree	
8.1	New advocacy strategy to be formulated for the new programme cycle ensuring alignment with programme priorities (including gender-related advocacy priorities) and the partnership strategy	Turkey CO	Sema Hosta	6/29/2021	Completed	UNICEF TCO Communication has developed, and CMT has endorsed the communication and advocacy strategy that UNICEF TCO is in the process of implementing. This strategy supports the partnership strategy and is in line with program priorities, including those related to early childhood development and gender related programming.
8.2	Accelerate effort to facilitate joint UN fundraising efforts in the framework of the UNSDCF, including 'transition funding' for financial sustainability of remaining essential humanitarian interventions as a priority	Turkey CO	Nona Zicherman	10/30/2021	Completed	The efforts are ongoing, however, the Partnerships and Development Finance TF has been dissolved. A new coordination structure is under development with revised groups formation.

9	<p>Addressing neglected agendas: While UNICEF has put its emphasis on addressing systemic issues relating to child protection and development, the acid test of those systems is whether they effectively address the most pressing areas of child vulnerability. Some of the new or extended areas of work mentioned in this report are already suggested by the 2018 Programme Review and acknowledged by the TCO as necessary areas of growth. While UNICEF clearly needs to prioritise its efforts and cannot hope to cover all the relevant agendas for children, the evaluation suggests that certain issues be reviewed by UNICEF in this light, and that as a minimum UNICEF seeks to gather baseline information relating to each.</p> <ul style="list-style-type: none"> <li>• Children working on the street. Information on the scale, nature and drivers of this phenomenon is scarce, and UNICEF should work with others to seek to address this gap. The same is true for child trafficking. More generally, UNICEF should review the scope of its work on child labour.</li> <li>• Further work on children in contact with the law (including assisting policy roll-out and tackling violence against children in detention centres) should be matched by greater attention to children in conflict with the law, including for example the reintegration of juvenile offenders into society.</li> <li>• Public finance for children (PF4C). The new CPD should focus more on integrating PF4C principles in the new CPD and seek close engagement on this agenda with the Strategy and Budgeting Presidency. Options for progressing this agenda include work on PF4C in SDG implementation, as a tool for the implementation of the National Development Plan.</li> <li>• Early childhood development. UNICEF should adopt a more holistic approach to this agenda, building on existing work (including early childhood education). The 11th Turkey National Development Plan provides an opening for working more closely with the GoT on this agenda.</li> </ul>				Partially Agree	
9.1	The structure of the 2021-2025 CPD and related PSNs to reflect ECD and PF4C as key priorities	Turkey CO	Nona Zicherman	10/29/2020	Completed	The new CPD structure dedicates one full outcome to ECD and its PSN delineates a comprehensive and multi-sectoral strategy for the short and long term for this area. Outcome 4 of the CPD and its PSN prioritize PF4C. In operationalizing these priorities, the new CPMP ensures greater HR capacity to both of these areas. The PSN was finalized in July. The CPD was approved in September and the CPMP in October.