



## United Nations Population Fund

### UNFPA Management Response to Evaluation

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<b>Country, Region or HQ Division/Unit that Commissioned the Evaluation</b>	Turkey-EECA
<b>Evaluation Title</b>	Independent Country Programme Evaluation : Turkey
<b>Year of the Evaluation</b>	2014
<b>Type / Focus Area of Evaluation</b>	DOSIndependentEval
<b>MR Submission Date</b>	June 12, 2015
<b>Approved By</b>	Zahidul Huque,UNFPA Rep.,Turkey
<b>Evaluation Manager</b>	Selen Ors,Programme Coordinator,Turkey

### General Management Response

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Turkey CO accepts all recommendations of the CPE and prepared a detailed response with actions addressing the recommendations and the operational implications presented in the CPE report.

### Recommendations

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**Recommendation 1 :** UNFPA should focus more strategically in this country programme and in planning the 6th country programme on identifying, prioritizing and targeting the most vulnerable, marginalized and high risk people and groups. The strategy should emphasize prevention of sexual and

reproductive health issues and gender-based violence and should clearly target the most vulnerable and marginalized with strategies to reach them. Integration of the programmatic areas and mainstreaming gender and youth should underpin the strategy.

**Management Response :** Accepted

**Key Actions :**

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 1.1 Development of new (6th) Country Programme Document of Turkey targeting most vulnerable, marginalized, high risk people and groups.	March 31,2015	Representative and Assistant Representative	June 09,2015,Completed	CPD sent to PRC by RO on 7 April 2015. RO comment 15 March 2015: "The CPD prioritizes the special needs of vulnerable population groups and refugees in view of the Syrian and Iraqi crises, and proposes multi-facet interventions to address human rights issues. The CPD has a strong gender mainstreaming and rights language." PRC review gave a satisfactory rating to the CPD.
2. 1.2 Development of programme on people at risk of HIV-AIDS with support of RO (Truck drivers programme)	December 31,2015	RH Programme Analyst	June 09,2015,On Schedule	Concept note developed. Partner selection continuing. Research will be initiated before Sept.
3. 1.3 Sex workers empowerment programme	December 31,2015	RH Programme Analyst	June 09,2015,On Schedule	Research completed. Empowerment programme will cover 5 cities.
4. 1.4 Strengthen monitoring system of UNFPA Country Programme as well as humanitarian programme taking into consideration the revised Policy and Procedures on Programme and Financial and Monitoring and Strategic Information System Guidelines	September 01,2015	M&E Focal Point	June 09,2015,On Schedule	SIS training has recently been conducted. A tailor-made monitoring system is being prepared for humanitarian programme.

**Recommendation 2 :** In view of the pressing reproductive health and gender equality needs of the refugees (Syrian and others, i.e. Iraqi), UNFPA should expand its humanitarian team and create strategies, preferably jointly with other UN agencies, to raise additional resources in order to cover capacity development and service needs, expand operations as required, and to address emerging critical issues.

**Management Response :** Accepted

**Key Actions :**

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. Increased fund raising for Humanitarian Programme in Turkey	April 30,2015	Representative, Assistant Representative, Humanitarian Officer, Regional Hub in Amman	June 09,2015,Completed	\$ 1.2 million raised from US BPRM for Syrians in Turkey \$ 1 million in pipeline from US BPRM for Iraqis in Turkey
2. 2.2 Increased fund raising for Humanitarian Programme for cross-border	April 30,2015	Representative, Assistant Representative, Humanitarian Officer, Regional Hub in Amman	June 09,2015,Completed	\$ 1 million raised from DFID BPRM for cross-border activities

3. 2.3 Expansion of Humanitarian Team in Turkey (Ankara and Gaziantep Offices via new posts: Data Analyst and Reporting, HR-Finance, Field officers for GBV and RH programmes, Logistics)	June 30,2015	Representative, Assistant Representative, Humanitarian Officer	June 29,2015,Delayed	P4 GBV Specialist hired for Cross-border programme. The RH Advisor post has been filled via detail assignment. Data Analyst post has been re-advertised due to inavailability of eligible candidates during the first advertisement. The interviews have been completed and a suitable candidate has been identified. The contractual process will be completed in one week. Candidates for a possible secondment are being identified for the logistics officer position.
4. 2.4 Expansion of service delivery to refugees out of camp via establishment of four women's health counselling units	December 31,2015	Humanitarian Officer	June 09,2015,On Schedule	2 new centers established (Hacettepe in Ankara, Harran University-Urfa). Call for grant applications made for new centers.
5. 2.5 Development of comprehensive SOP for GBV response with MoFSP.	December 31,2015	Humanitarian Officer and Gender Programme Analyst	June 09,2015,On Schedule	Gender Programme Analyst will be spending 50% of staff time to lead the process.
6. 2.6 Provision of RH kits to MoH local branches and NGOs.	June 30,2015	Humanitarian Officer	June 09,2015,On Schedule	Order has been placed to PSB for RH kits to be delivered to Urfa region.
7. 2.7 MISP, RH/FP and Emoc trainings for service providers.	December 31,2015	Humanitarian Officer	June 09,2015,On Schedule	3 trainings planned with MoH, AFAD and NGOs until end of the year targeting Syrian service providers.

**Recommendation 3 :** UNFPA should ensure sustainability of results in the identification, formulation and planning of interventions, including foreseeing potential difficulties, challenges and mitigation measures. As an integral part of the country programme design and implementation, an exit strategy should be developed during the inception phase.

**Management Response :** Accepted

**Key Actions :**

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 3.1 Theory of change (ToC) developed for the 6th CPD / Interventions and indicators of 6th CPD formulated based on sustainability (ownership of government and NGOs).	March 31,2015	Assistant Representative	June 09,2015,Completed	RO comment received on 15 March: "Logical result chain is clear; RBM language used consistently; ToC very well presented"
2. 3.2 Development of exit strategies for non-core programmes (during inception stage)	December 31,2015	Gender Programme Analyst, WFC Programme Coordinator	June 09,2015,On Schedule	Two applications will be made to SIDA: Women friendly cities phase 3 and Women friendly businesses

**Recommendation 4 :** UNFPA should increase its advocacy effort and capacity building role in reproductive health and rights and gender-based violence prevention and protection through the UN thematic groups on gender-based violence and youth and coordinating mechanisms at regional level, promoting pro-active joint planning and follow-up. Advocacy should be stronger for resource sharing with donors, partners and UN agencies working on similar issues. Since gender equality is already a government priority, advocacy can take place through women's empowerment interventions, research, and studies demonstrating the benefits of investing in women and girls, especially within the government.

**Management Response :** Accepted

**Key Actions :**

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 4.1 Member in UN Gender Thematic Group.	December 31,2017	Gender Programme Analyst	June 09,2015,On Schedule	Partnership with UNwomen in Women's day events.

2. 4.2 Member in UN Human Rights Thematic Group.	December 31,2017	Assistant Representative	June 09,2015,On Schedule	Inclusion of RH, Gender and Youth issues in to Turkey UPR 2015
3. 4.3 Member in Sustainable Development Thematic Group.	December 31,2017	RM Analyst	June 09,2015,On Schedule	Concept note on UNJP for Rural Women in progress with FAO and ILO.
4. 4.4 Member in UN Communication Group	December 31,2017	Assistant Representative	June 09,2015,On Schedule	
5. 4.5 Development of advocacy Strategy for CO.	February 28,2015	Representative	June 09,2015,Completed	Draft discussed with RO.
6. 4.6 Development of a Compendium of Best Practices of UNFPA Turkey.	December 31,2015	Assistant Representative	June 09,2015,On Schedule	Subject to availability of funds.
7. 4.7 Inclusion of UNFPA mandate and interventions into UNDCS (2016-2020).	June 30,2015	Representative and Assistant Representative	June 09,2015,On Schedule	UNFPA has reflected its interventions under three outcomes of the new UNDCS (1.2, 3.1, 4.1).

**Recommendation 5 :** UNFPA should champion the issue of investing in youth development and the need for incorporating youth rights and needs into national policies and programmes.

**Management Response :** Accepted

**Key Actions :**

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 5.1 Lead the UN Youth Thematic Group	December 31,2015	Representative and Assistant Representative	June 11,2015,On Schedule	Concept note on UNJP for Syrian Refugees developed.
2. 5.2 Development of a Youth Mainstreaming Tool.	February 28,2015	Assistant Representative	June 11,2015,Completed	Tool developed and disseminated within UN, NGOs and Government.

3. 5.3 Youth NGO issued as IP to expand peer education network and outreach to vulnerable youth.	December 31,2015	RH Programme Analyst	June 11,2015,On Schedule	Community Volunteers Foundation
4. 5.4 Advocacy on youth mainstreaming during elections	June 07,2015	RH Programme Analyst	June 11,2015,Completed	
5. 5.5 Young refugees programme developed in partnership with NGOs	September 30,2015	RH Programme Analyst and Humanitarian Officer	June 11,2015,On Schedule	
6. 5.6 Advocacy on SRH and GE education in school (and extra) curricula.	December 31,2017	RH Programme Analyst and Gender Programme Analyst	June 11,2015,On Schedule	Counsellor teachers programme on SRH and Rights and GE in private schools developed in 2015.
7. 5.7 Advocacy for strengthening evidence base on youth including knowledge, attitudes and practices, through data collection and the promotion of studies focusing on the key issues affecting youth sexual and reproductive health.	December 31,2017	PD Programme Analyst	June 11,2015,On Schedule	

**Recommendation 6 :** UNFPA should continue to strengthen strategic and working relationships with the Ministry of Health and other partners for more effective reproductive health services at the central and provincial levels with a focus on reducing national disparities, to promote resumption of joint capacity building, increased contraceptive supply, greater attention to youth and marginalized groups, and facilitation of reproductive health assistance to refugees.

**Management Response :** Accepted

**Key Actions :**

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 6.1 Strengthening partnership with Ministry of Health, Ministry of Labour and Social Security on increasing access to health services of underserved populations including emergencies.	December 31,2017	Representative, Assistant Representative, RH Programme Analyst, Humanitarian Officer	June 11,2015,On Schedule	As a result of UNFPA's partnership with MoH to increase access of SMAWs to health services, MoH updated the legislation for primary health care provision and included seasonal migrant agricultural workers as a specific target group.
2. 6.2 Collaboration with NGOs and professional associations on SRH rights such as sex workers associations, LGBT associations, etc.	December 31,2017	Representative, RH Programme Analyst	June 11,2015,On Schedule	
3. 6.3 Working with MoNE at province level on training of counsellor teachers and develop a training module for national in service training programme.	December 31,2017	Representative, RH Programme Analyst	June 11,2015,On Schedule	CO will work with local directorates in selected provinces.
4. 6.4 Support National HIV&AIDS Commission in updating the national strategic plan and strengthening data collection and reporting system.	December 31,2017	RH Programme Analyst	June 11,2015,On Schedule	National AIDS Commission will be re-established including active participation of relevant NGOs.
5. 6.5 Collaboration with MoH and Social Security Institution to increase supply of contraceptives to the provinces.	December 31,2017	RH Programme Analyst	June 11,2015,On Schedule	A national consultation workshop conducted with all stakeholders.
6. 6.6 Strengthening capacity of MoH in MISIP through trainings and monitoring.	December 31,2017	RH Programme Analyst and Humanitarian Officer	June 11,2015,On Schedule	The team started to work with MoH.
7. 6.7 Design the 6th Country Programme in collaboration with national stakeholders to focus on needs of special groups, particularly woman at rural and underserved populations.	December 31,2015	Representative, Assistant Representative and RH Programme Analyst	June 12,2015,On Schedule	



8. 6.8 Establish partnerships with the regional development agencies on improving health services in rural areas.	December 31,2017	RH Programme Analyst and RM Analyst	June 12,2015,On Schedule	
9. 6.9 Establish partnership with Ministry of Interior on coordination of primary health care services at local level.	December 31,2017	RH Programme Analyst	June 12,2015,On Schedule	A new training module piloted for local governors on management of primary health care services.
10. 6.10 Scale-up the piloted training module on SRH for religious leaders and staff in collaboration with MoH.	December 31,2017	RH Programme Analyst	June 12,2015,On Schedule	

**Recommendation 7 :** Within the forthcoming 6th country programme, UNFPA should further improve both its advocacy role and its role in data availability and analysis on population and development issues, particularly sexual and reproductive health and rights, adolescent and youth and gender equality, while having a specific focus on the most vulnerable and disadvantaged groups such as women, youth, and migrant people, including humanitarian refugees.

**Management Response :** Accepted

**Key Actions :**

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 7.1 Support to the ICPD+20 Platform to build their capacity on advocacy on universal access to sexual and reproductive health care in addition to the gender equality with a right-based approach.	December 31,2017	Representative, Assistant Representative and PD Programme Analyst	June 12,2015,On Schedule	

2. 7.2 Conduct studies, research, surveys to contribute to the availability of data for informed policy development on population dynamics, sexual and reproductive health, youth and gender focusing on most vulnerable and disadvantaged groups.	December 31,2017	PD Programme Analyst and RH Programme Analyst	<table border="1"> <tr> <td data-bbox="1048 240 1574 280">June 12,2015,On Schedule</td> <td data-bbox="1574 240 2094 280"></td> </tr> </table>	June 12,2015,On Schedule	
June 12,2015,On Schedule					
3. 7.3 Strengthen national capacity and partnerships (Ministry of development, Ministry of Family and Social Policies, NGOs, universities, etc.) on population and development data analysis for evidence based policy making.	December 31,2017	Assistant Representative and PD Programme Analyst	<table border="1"> <tr> <td data-bbox="1048 480 1574 520">June 12,2015,On Schedule</td> <td data-bbox="1574 480 2094 520"></td> </tr> </table>	June 12,2015,On Schedule	
June 12,2015,On Schedule					

**Recommendation 8 :** UNFPA should continue to work towards establishing an enabling environment for women and combating gender-based violence. Areas for further development include establishing gender equality indicators at regional and local level and expanding its partnership base.

**Management Response :** Accepted

**Key Actions :**

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments
1. 8.1 Strengthening programmatic partnership with Ministry of Family and Social Policies on building GE and GBV response capacity, including emergencies with line ministries.	December 31,2017	Representative and Gender Programme Analyst	June 12,2015,On Schedule	Capacity development of Turkish Armed Forces, Religious Affairs and MoFSP's provincial directorates ongoing. Humanitarian Response and Ministry of Education programmes to be developed.

2. 8.2 Develop and implement a programme to promote gender equality at the local level in collaboration with other actors and donors.	December 31,2017	Gender Programme Analyst, WFC Programme Coordinator	June 12,2015,On Schedule	A concept note for third phase of Women Friendly Cities Project has been developed and submitted to SIDA.
3. 8.3 Strengthen partnerships with NGOs for enhancing advocacy efforts on reproductive health and rights, gender equality and combating gender-based violence	December 31,2016	Gender Programme Analyst	June 12,2015,On Schedule	Partnership meetings held with women's, youth and LGBTI and human rights NGOs working with rights based approach.
4. 8.4 Expansion of partnerships with private sector.	December 31,2017	Gender Programme Analyst and RM Analyst	June 12,2015,On Schedule	Women Friendly Businesses project proposal developed. Proposal will be developed for Boyner for a new project. Project proposal on rural women to Toros will be developed.
5. 8.5 Work with public institutions and NGOs to support development of gender equality indicators to build the national monitoring capacity on gender equality and GBV.	December 31,2017	Gender Programme Analyst and PD Programme Analyst	June 12,2015,On Schedule	

**Recommendation 9** : UNFPA should push for a policy level intervention for gender mainstreaming in the strategic plans and activities of local governments.

**Management Response** : Accepted

**Key Actions** :

Key Action(s)	Deadline	Responsible unit(s)	Semiannual implementation status updates (reports will be generated on June 30 and December 31)	
			Status	Comments

1. 9.1 National level advocacy on legislative change for establishment of gender machinery.	December 31,2017	Representative, Assistant Representative, WFC Coordinator	June 12,2015,On hold	Subject to initiation of third phase. A strong advocacy component included in the concept note.
2. 9.2 Local level advocacy for inclusion of LEAPs into local plans and budget allocation for LEAPs.	December 31,2017	WFC Programme Coordinator	June 12,2015,On hold	Subject to initiation of third phase. A strong advocacy component included in the concept note.
3. 9.3 Monitoring of Local Gender Equality Indexes.	December 31,2016	WFC Programme Coordinator and PD Programme Analyst	June 12,2015,On hold	Subject to initiation of third phase. Data collection is included in the concept note. Efforts will be built on the TEPAV index report.
4. 9.4 Increase visibility of WFC Programme via advocacy component.	December 31,2016	Representative and WFC Coordinator	June 12,2015,On Schedule	Subject to initiation of third phase. Advocacy and visibility is included in the submitted project concept note.
5. 9.5 Development of a Compendium on WFC Best practices.	June 30,2015	WFC Programme Coordinator	June 12,2015,On Schedule	