

Evaluation of Partners for Prevention: UNDP, UNFPA, UN Women and UNV Regional Joint Programme for Gender-based Violence Prevention in Asia and the Pacific, 2008-2012

Context, background and findings

The evaluation covered the Partners for Prevention (P4P) programme period 2008-2012. The project evaluation assessed P4P's progress made towards output achievements about a year before the programme ends in December 2013, so some major results are still expected to be achieved. The timing of the evaluation was planned this way so the findings could directly inform the development of a next phase of the programme (2014-2017).

More specifically, it examined P4P's performance related to the following three original project outputs:

Output 1: Public awareness campaigns mobilising boys and men for GBV prevention implemented at the regional, national, and local levels

Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives working with boys and men for GBV prevention

Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools on working with boys and men for gender-based violence prevention

After a midterm review, these outputs were simplified in 2011 as follows:

Output 1: Partners are equipped to design and implement evidence-based GBV prevention campaigns

Output 2: Selected government, civil society and UN advocates in the region are equipped with enhanced capacities to implement initiatives for GBV prevention

Output 3: Government, civil society and UN advocates gain access to regional knowledge resources and evidence-based policy tools for gender-based violence prevention

The progress of the P4P programme to the outputs was assessed according to a standard set of evaluation criteria used across all UN evaluations: relevance, effectiveness, efficiency and sustainability as well as criteria to examine not just what was delivered but also how it was implemented. Data were gathered in a desk review, in-person and virtual interviews with regional stakeholders, through field visits to three selected countries (Bangladesh, Cambodia and India) and through virtual interviews with informants in other countries, including Sri Lanka and Vietnam. Additionally, a mini-survey was conducted amongst members of the two sub-regional learning communities in South and East/Southeast Asia respectively.

Given the outputs achieved so far and the context in which these were reached P4P as a project has been relatively successful. The results achieved, however, have limited value in themselves. In order to reap the full benefits of them, the evaluation team recommended a second phase in which results achieved so far would be further institutionalized and in which focus would be on the support to the development of evidence-based programmes and policies for GBV prevention in a selected number of countries.

Annex

Key recommendations and management response

Note: Whenever P4P has been mentioned as the responsible unit to implement proposed key actions it will closely work with the internal and external TAG as relevant for the topic for their technical guidance and seek endorsement of final products and on major issues from the SC.

Evaluation recommendation 1.

1. Use the remainder of 2013 to finish what was started and to realise the outputs of the extended first phase of the P4P programme

1.1 Research, knowledge and policy advice component

1.1.1. Finalise the quantitative, qualitative and policy research studies of the UN Multi-country Study on Men and Violence, including data gathering, analysis, reporting and initial distribution.

1.1.2. Involve stakeholders in the process of analysis and linking of the three research initiatives (to the extent undertaken) at country level to inform the analytical process, enhance ownership of the results and identify opportunities for application of findings in-country.

1.1.3. Identify relevant regional level stakeholders to be engaged in analysis of research findings at regional level and for policy advocacy in the region in the next phase. Conduct the regional level analysis together with stakeholders and distribute the report.

1.1.4. Finalise the research tool kits, including writing articles or reflection pieces on methodology for specialised researchers identifying lessons learned in this innovative field.

1.1.5. Identify viable organisation(s)/UN institution for repository of research data and mechanism/protocol for granting access to the data for qualified researchers.

1.1.6. Distribute research results in close cooperation with P4P constituting UN agencies, other UN agencies and partners at regional and country level.

1.2 Effective communication component

1.2.1. Finalize communication tools and make them publicly available.

1.2.2. Complete the documentation of experiences in national campaigns and in the use of social media and identify and document lessons learned that can be used in other contexts.

1.2.3. Make P4P developed websites fully functional and interactive and develop capacities for maintaining and further developing these web-sites with a view of future hand-over to interested and capable advocates of GBV prevention engaging men and boys.

1.2.4. Continuation of discussions with key national and regional stakeholders regarding the presentation of the national and regional level P4P outputs including research reports, tool kits and other outputs produced. For this P4P needs to engage with the national steering groups rather than hold bilateral communications with individuals or separate institutions.

1.2.5. Work with partners who can publish and distribute findings and results of P4P in a variety of ways. P4P needs to provide guidance on this to national steering groups.

1.2.6. Continue to improve internal communications with the Steering Committee and the internal and external TAGs as well as UN agencies and other stakeholder at the country and regional levels.

1.3 Networking and capacity development component

1.3.1. Capacity development workshops for high-level staff of UN agencies in close cooperation with P4P partners and other UN agencies that (already) relate to GBV and boys' and men's involvement and masculinities.

1.3.2. Finalise curricula development in SANAM and RLC.

1.3.3. Finalise capacity development tools and materials, including the prevention toolkits, and distributing them.

1.3.4. Enhance opportunities for learning across partners and advocates for GBV prevention in the region.

1.3.5. Develop the technical capacities of regional and country level TA providers and training institutes in order to generate more sustainable regional and national level TA support capacity and reduce the reliance on direct P4P TA inputs.

1.3.6. Reactivate or develop steering/working groups at country level for coordination, tailoring and guidance of in-country activities.

1.4 Across programme components

1.4.1. Detailed review by the internal and external TAG and selected qualified external experts (not previously involved in P4P) of all final products (curricula, manuals, tools, etc.) and incorporation of suggested revisions before publication and circulation.

1.4.2. The final products to be released in 2013 should incorporate (more) of P4P's own findings, including the communication campaigns and the learning consortia in addition to the research findings, paying particular attention to engaging men and boys and working on masculinities, as well as mentioning how these strategies may be combined with other approaches to GBV prevention. They should also consolidate the strengths of P4P and avoid dispersion, especially beyond the already considerable evidence base it has

produced.

1.4.3. Suspend any new demand-driven help-desk activities during this period to avoid possible further delays.

Management response:

Relevant and partially acceptable.

All recommendations have been accepted, except recommendation (1.3.6.) to reactivate or develop steering/working groups at country level for coordination, tailoring and guidance of in-country activities was rejected as it is not within P4P's current mandate, but P4P will support any in-country coordination mechanism that is relevant to the completion of its first phase. In view of the knowledge that the 2nd phase (2014-2017) will be implemented, some proposed recommendations will not be implemented in 2013, but will be described in the new project document how they will be implemented then.

Sub-recommendations	Key action(s)	Time frame	Responsible unit(s)	Tracking*	
				Comments	Status
<p><u>1.1 Research, knowledge and policy advice component</u></p> <p>1.1.1. Finalise the quantitative, qualitative and policy research studies of the UN Multi-country Study on Men and Violence, including data gathering, analysis, reporting and initial distribution.</p> <p>1.1.2. Involve stakeholders in the process of analysis and linking of the three research initiatives (to the extent undertaken) at country level to inform the analytical process, enhance ownership of the results and identify opportunities for application of findings in-country.</p> <p>1.1.3. Identify relevant regional level stakeholders to be engaged in analysis of research findings at regional level and for policy advocacy in the region in the next phase. Conduct the regional level analysis together with stakeholders and distribute the report.</p> <p>1.1.4. Finalise the research tool kits, including writing articles or reflection pieces on methodology for specialised</p>	<p><u>1.1 Research, knowledge and policy advice component</u></p> <p>1.1.1. Quantitative, qualitative and policy research studies of the UN Multi-country Study on Men and Violence, reported and initial distributed.</p> <p>1.1.2. and 1.1.3. Relevant stakeholders will be invited to participate through email and face-to-face meetings to inform the analytical process, enhance ownership of the results and identify opportunities for application of findings in-country.</p> <p>1.1.4. The research toolkit will be published as part of the Prevention Planning Kit. Two articles are submitted to be published in the</p>	<p>December 2013</p> <p>December 2013</p> <p>December 2013</p>	<p>P4P</p> <p>P4P</p> <p>P4P</p>	<p>Quantitative report of the UNMCS in publication process</p> <p>Formal review process applied for quantitative report of the UNMCS</p> <p>Under (review) process</p>	

<p>researchers identifying lessons learned in this innovative field.</p> <p>1.1.5. Identify viable organisation(s)/UN institution for repository of research data and mechanism/protocol for granting access to the data for qualified researchers.</p> <p>1.1.6. Distribute research results in close cooperation with P4P constituting UN agencies, other UN agencies and partners at regional and country level.</p>	<p>Lancet. A lessons learnt document on experiences from the research will be published.</p> <p>1.1.5. The way the regional pooled dataset will be housed and managed and transferred to a suitable entity during the second phase will be reflected in the new project document.</p> <p>1.1.6. The regional level research results will be published and disseminated based on the Regional Communications Strategy. P4P will support national partners with the publication and dissemination of national level research results as appropriate.</p>	<p>December 2013</p> <p>December 2013</p>	<p>P4P</p> <p>P4P</p>	<p>Process described in first draft form</p> <p>Regional Communications Strategy is under preparation</p>	
<p><u>1.2 Effective communication component</u></p> <p>1.2.1. Finalize communication tools and make them publicly available.</p> <p>1.2.2. Complete the documentation of experiences in national campaigns and in the use of social media and identify and document lessons learned that can be used in other contexts.</p> <p>1.2.3. Make P4P developed websites fully functional and interactive and develop</p>	<p><u>1.2 Effective communication component</u></p> <p>1.2.1. Communication tools that will further disseminate the findings (to media and partners) published in the regional report (Summary report, Poster/infographic, 3-min video: “Violence is preventable”, PPT presentation for media/partner launch, Press release, Op-ed, Social media messages, ‘What is prevention’ infographic, Closing remarks for event, internal Q&A list, Media/partner launch event on regional research findings, and UN event on regional research findings will be developed/organized.</p> <p>1.2.2. Report on “Applying Social Media Tools for Prevention of GBV – Lessons learnt from social media communication campaigns to prevent gender-based violence in India, China and Vietnam” will be published.</p> <p>1.2.3. The P4P and Engagingmen.net websites will be upgraded. The websites</p>	<p>September 2013</p> <p>September 2013</p> <p>December 2013</p>	<p>P4P</p> <p>P4P</p> <p>P4P</p>	<p>Tools under preparation</p> <p>Draft report in review process</p> <p>TOR of handover</p>	

<p>capacities for maintaining and further developing these web-sites with a view of future hand-over to interested and capable advocates of GBV prevention engaging men and boys.</p> <p>1.2.4. Continuation of discussions with key national and regional stakeholders regarding the presentation of the national and regional level P4P outputs including research reports, tool kits and other outputs produced. For this P4P needs to engage with the national steering groups rather than hold bilateral communications with individuals or separate institutions.</p> <p>1.2.5. Work with partners who can publish and distribute findings and results of P4P in a variety of ways. P4P needs to provide guidance on this to national steering groups.</p> <p>1.2.6. Continue to improve internal communications with the Steering Committee and the internal and external TAGs as well as UN agencies and other stakeholder at the country and regional levels.</p>	<p>will be handed over during the second phase, which will be described in the new project document.</p> <p>1.2.4. The regional level P4P outputs will be published and disseminated based on the Regional Communications Strategy. P4P will support national partners with the publication and dissemination of national level outputs as appropriate.</p> <p>1.2.5. See 1.2.4.</p> <p>1.2.6. TORs of SC and TAG of the current project document have been reviewed and re-enforced. In addition, alternates to TAG members have been appointed by each participating agency. The new project document will describe the communication and coordination of the SC and the internal and external TAGs as well as UN agencies and other stakeholder at the country and regional levels.</p>	<p>December 2013</p> <p>December 2013</p>	<p>P4P</p> <p>P4P</p>	<p>being finalized</p> <p>Regional Communications Strategy is under preparation and review process will be applied</p> <p>TORs of SC and TAG under review as part of prodoc development as well as communication strategy for new prodoc</p>	
<p><u>1.3 Networking and capacity development component</u></p> <p>1.3.1. Capacity development workshops for high-level staff of UN agencies in close cooperation with P4P partners and other UN agencies that (already) relate to GBV and boys' and men's involvement and</p>	<p><u>1.3 Networking and capacity development component</u></p> <p>In view of the knowledge that the 2nd phase will be implemented, the recommendations 1.3.1., 1.3.4. and 1.3.5. will be clearly reflected in the capacity development strategy in the new project document. Some</p>	<p>December 2013</p>	<p>P4P</p>	<p>Postponed to 2nd phase</p>	

<p>masculinities.</p> <p>1.3.2. Finalise curricula development in SANAM and RLC.</p> <p>1.3.3. Finalise capacity development tools and materials, including the prevention toolkits, and distributing them.</p> <p>1.3.4. Enhance opportunities for learning across partners and advocates for GBV prevention in the region.</p> <p>1.3.5. Develop the technical capacities of regional and country level TA providers and training institutes in order to generate more sustainable regional and national level TA support capacity and reduce the reliance on direct P4P TA inputs.</p> <p>1.3.6. Reactivate or develop steering/working groups at country level for coordination, tailoring and guidance of in-country activities.</p>	<p>elements of these recommendations have been factored in the ongoing work of P4P.</p> <p>1.3.2. SANAM and RLC curricula are finalized and made available online. Both of them have been disseminated and used by and with partners.</p> <p>1.3.3. The Prevention Planning Kit will be finalized and disseminated.</p> <p>1.3.4. See above.</p> <p>1.3.5. See above.</p> <p>1.3.6. P4P will support coordination at country level as appropriate.</p>	<p>April 2013</p> <p>November 2013</p> <p>December 2013</p>	<p>P4P, RLC & SANAM</p> <p>P4P</p> <p>P4P</p>	<p>Done</p> <p>Toolkit in review process</p> <p>P4P supports coordination at country level as appropriate</p>	
<p><u>1.4 Across programme components</u></p> <p>1.4.1. Detailed review by the internal and external TAG and selected qualified external experts (not previously involved in P4P) of all final products (curricula, manuals, tools, etc.) and incorporation of suggested revisions before publication and circulation.</p> <p>1.4.2. The final products to be released in</p>	<p><u>1.4 Across programme components</u></p> <p>1.4.1. The technical review processes have been established for major P4P products (UN Multi-country Study on Men and Violence, and Prevention Planning Kit). The review panel consists of internal and external TAG and invited external experts. Also, P4P follows the UNDP knowledge product review guidelines and process.</p> <p>1.4.2. The content of the final P4P products</p>	<p>September 2013</p> <p>September</p>	<p>P4P</p> <p>P4P</p>	<p>Reviews in process</p> <p>In process</p>	

<p>2013 should incorporate (more) of P4P's own findings, including the communication campaigns and the learning consortia in addition to the research findings, paying particular attention to engaging men and boys and working on masculinities, as well as mentioning how these strategies may be combined with other approaches to GBV prevention. They should also consolidate the strengths of P4P and avoid dispersion, especially beyond the already considerable evidence base it has produced.</p> <p>1.4.3. Suspend any new demand-driven help-desk activities during this period to avoid possible further delays.</p>	<p>(mentioned under 1.4.1.) will meet the recommended criteria.</p> <p>1.4.3. Any new demand-driven help-desk activities during 2013 will be suspended to avoid possible further delays unless relevant for preparing for the 2nd phase.</p>	<p>2013</p>			
--	---	-------------	--	--	--

Evaluation recommendation 2:

2. Prepare for a second programme phase of P4P with a focus on GBV prevention, transforming harmful masculinities and engaging men and boys, making use of full programme and policy cycles to test the TOC of P4P.

2.1. Mapping (changed) capacities of key advocates for GBV prevention and engagement of men and boys in the region, on the regional and country levels including activists, women/men's movements / groups, (I)NGOs and other civil society initiatives, research and academic institutes and other relevant stakeholders. Mapping needs to include capacities for research, GBV programming, policy advocacy, internal and external communications and capacity development, as well as approaches to GBV. It needs to be done in close cooperation with UN partners at the regional and country levels and identify key stakeholders for the second phase of P4P. This exercise will need to incorporate the data gathered but not reported on as a baseline in 2007-9.

2.2. Identify national governments' ministries/departments or units, and research and training institutions that are engaged or are keen to engage in GBV prevention, engaging men and boys and working on masculinities

2.3. It is essential for the four UN partners and other UN agencies working on GBV to address the need for greater coordination of TA for GBV prevention activities at the regional and country levels. Such greater coordination can be enhanced by conducting a joint visioning and division of labour exercise amongst the UN partners, addressing UN internal coordination, agency mandates, priorities and opportunities/need for cooperation as well as institutionalisation of P4P functions in the medium and long term, during and beyond the second phase of P4P. This would need to include reviewing the capacity and institutional mandate required for future coordination of a holistic approach to GBV prevention engaging boys and men, in view of sustained gender equality promotion, a human rights-based approach and the development of capacities concerned beyond P4P's second phase.

2.4. Establishing closer cooperation needs to go hand in hand with the development of an explicit joint Theory of Change that identifies the ways in which activities and intermediate level changes contribute to GBV prevention towards a holistic approach to GBV that will contribute to its elimination, as well as assumptions and risks of the processes concerned. The results of this exercise will enable P4P to coordinate its GBV prevention work, engaging men and boys with other UN agencies and can facilitate aspects of institutionalisation of P4P functions among relevant UN agencies, leading to the embedding of regional coordination functions in the UN agency with the most relevant mandate at the end of the second phase of P4P.

2.5. Informed by the mapping and the joint visioning exercises, preparation of a programme document for a four year programme for regional support, including technical details as well as the modality of the programme, focusing on the translation of the outputs of the present phase for actual policy development / implementation and programmes at the country and regional levels and to institutionalise functions provided by the P4P programme so far.

2.6. Coordinate the work in the P4P components with the UN agencies at the regional and national levels in the remainder of the present programme period, ensuring shared ownership and enhanced involvement of national government agencies and relevant civil society organisations.
2.7. Joint resource mobilization needs to start as soon as possible (see paragraph 9.1)

Management response:

Relevant and partially acceptable.

All recommendations have been accepted, except recommendation (2.4.) is partly rejected as the institutionalization of P4P functions is not limited to UN agencies, but could also be transferred to relevant civil society, non-profit private sector or (semi-)government organization(s) like research and training institutes and/or universities and recommendation (2.6) is limited to P4P's dependence on collaboration from UN and other partners.

Sub-recommendations	Key action(s)	Time frame	Responsible unit(s)	Tracking	
				Comments	Status
2.1. Mapping (changed) capacities of key advocates for GBV prevention and engagement of men and boys in the region, on the regional and country levels including activists, women/men's movements / groups, (I)NGOs and other civil society initiatives, research and academic institutes and other relevant stakeholders. Mapping needs to include capacities for research, GBV programming, policy advocacy, internal and external communications and capacity development, as well as approaches to GBV. It needs to be done in close cooperation with UN partners at the regional and country levels and identify key stakeholders for the second phase of P4P. This exercise will need to incorporate the data gathered but not reported on as a baseline in 2007-9. 2.2. Identify national governments' ministries/departments or units, and research and training institutions that are engaged or are keen to engage in GBV prevention, engaging men and boys and working on masculinities	2.1./2.2. The proposed mapping exercise will be conducted and key stakeholders will be identified as part of the design for the second phase.	December 2013	P4P	Country mapping of potential partners and projects in progress	
2.3. It is essential for the four UN partners and other UN agencies working on GBV to	2.3. In preparation of the second phase of the regional joint programme, a regional	September 2013	P4P	Regional consultation	

<p>address the need for greater coordination of TA for GBV prevention activities at the regional and country levels. Such greater coordination can be enhanced by conducting a joint visioning and division of labour exercise amongst the UN partners, addressing UN internal coordination, agency mandates, priorities and opportunities/need for cooperation as well as institutionalisation of P4P functions in the medium and long term, during and beyond the second phase of P4P. This would need to include reviewing the capacity and institutional mandate required for future coordination of a holistic approach to GBV prevention engaging boys and men, in view of sustained gender equality promotion, a human rights-based approach and the development of capacities concerned beyond P4P's second phase.</p>	<p>consultation workshop will be held with UN regional and national offices and strategic partners to define collectively strategic directions, functions, and long-term sustainability plan for P4P. Joint visioning and labour division amongst the UN partners to address GBV is beyond the scope of P4P.</p>			<p>planned for 11-12 Sep</p>	
<p>2.4. Establishing closer cooperation needs to go hand in hand with the development of an explicit joint Theory of Change that identifies the ways in which activities and intermediate level changes contribute to GBV prevention towards a holistic approach to GBV that will contribute to its elimination, as well as assumptions and risks of the processes concerned. The results of this exercise will enable P4P to coordinate its GBV prevention work, engaging men and boys with other UN agencies and can facilitate aspects of institutionalisation of P4P functions among relevant UN agencies, leading to the embedding of regional coordination functions in the UN agency with the most relevant mandate at the end of the second phase of P4P.</p>	<p>2.4. A TOC for the next P4P programme will be developed in the next project document, in a participatory and collective manner amongst UN agencies and partners at regional and national levels. The overall TOC of the P4P programme will compliment and support theories of change of national programmes and interventions. However, the institutionalization of P4P functions during the next phase is not limited to UN agencies only, but could also be transferred to relevant civil society, non-profit private sector or (semi-)government organization(s) like research and training institutes and/or universities.</p>	<p>December 2013</p>	<p>P4P</p>	<p>A TOC for the next P4P programme will be developed in the next project document; development of concept note is underway</p>	
<p>2.5. Informed by the mapping and the joint</p>	<p>2.5. Full-fledged project document for the</p>	<p>October</p>	<p>P4P</p>	<p>First draft</p>	

visioning exercises, preparation of a programme document for a four year programme for regional support, including technical details as well as the modality of the programme, focusing on the translation of the outputs of the present phase for actual policy development / implementation and programmes at the country and regional levels and to institutionalise functions provided by the P4P programme so far.	second phase that addresses the recommendations will be developed.	2013		concept note delivered 26 June	
2.6. Coordinate the work in the P4P components with the UN agencies at the regional and national levels in the remainder of the present programme period, ensuring shared ownership and enhanced involvement of national government agencies and relevant civil society organisations.	2.6. P4P outputs will be coordinated with the UN agencies through the TAG and SC and depends on their support to ensure joint ownership. P4P will support national partners with the publication and dissemination of national level outputs as appropriate.	December 2013	P4P	Regular meetings are held and frequent sharing of relevant documents for TAG and SC review	
2.7. Joint resource mobilization needs to start as soon as possible (see paragraph 9.1)	2.7. A resource mobilization strategy will be developed and implemented. Joint donor meetings/visits will be planned and executed. A resource mobilization strategy to address a potential funding gap for the next phase programme will be included in the project document.	December 2013	P4P for development of strategy; P4P, TAG and SC for joint donor meetings.	First donor meeting 26 June	

Evaluation recommendation 3:

3. Implement a second phase of the P4P programme, translating the outputs of the first phase into new policies and programmes that are owned in-country and that can be expected to be sustainable. This will optimise the investments made so far. This approach will require a four-year time frame.

3.1. Orientate P4P's work around four main elements:

3.1.1. Supporting the implementation of the results of the joint visioning exercise;

3.1.2. Accompaniment of a few selected civil society and/or government interventions to produce programme- and/or policy-based evidence of the virtuous cycle. This would mean support to evidence-based prevention programming focused on policy development and programming on engaging men and boys and addressing masculinities for GBV prevention. This would include use of an evidence-based approach, aspects of communication and support to the development of capacities required, including capacities for monitoring and evaluation. Aspects of the present P4P components of research, communication and capacity development would be integrated in concrete programme interventions, adapted to contextual requirements.

3.1.3. Capacity development to selected UN, civil society, academic/research and government partners using approaches that facilitate the achievement of the P4P programme

objectives. This includes further support to SANAM and RLC as sub-regional learning communities.

3.1.4. Selected studies implemented to consolidate The UN Multi-country Study on Men and Violence design and results

3.2. Develop and promote P4P’s approach to engaging men and boys for GBV prevention making use of the same key elements as expressed in relevant documents in the first phase, to ensure that this approach is taken up by the UN agencies, civil society and government partners. These key elements include:

- addressing masculinities;
- an analysis of gender, inter-sectionality and power;
- linking health / primary prevention approaches and social science / gender and power approaches;
- making the links between interpersonal and structural levels that feed the conditions that produce gender-based violence; and
- the need for complementarity and coordination between working with men and boys and empowering women and girls, as well as between prevention and response; and a rights-based approach.

Key aspects of how these components would be delivered are:

3.3. A participatory process on regional level and the level of selected countries to further work out the details of the programme, informed by the joint visioning and division of labour exercise amongst the UN partners as mentioned under 2.3 above. The design of the programme will need to include an explicit theory of change and results framework which makes explicit the kind of changes that are expected at the output and outcome levels and how these will be intermittently assessed. A similar but less comprehensive process with key stakeholders needs to be put in place to review progress at the end of each year and to inform work planning for the next programme year. This will enhance stakeholder ownership of the programme process as well as of the results produced.

3.4. Use a variety of means to develop capacities: P4P support at the regional as well as country levels needs to be based on the use of an indirect, increasingly horizontal approach, developing capacities of organisations and parties that will need to implement activities and processes, be these at the regional or country level. Capacity development needs to involve a variety of strategies, including training of trainers, creation of horizontal networks by specialty, mentoring, accompaniment, horizontal exchanges, expert consultations as well as technical assistance. The mode of direct ‘flown-in’ technical support that P4P has often applied in the first phase of the programme needs to be kept to a minimum as capacities of other actors are to be developed.

3.5. Country level support to a limited number of countries: In order to become more effective, country level support needs to be focused on a limited number of countries. Given the importance of the P4P research results, countries selected will need to have at least one of the studies conducted in-country. The selection will also need to take into account geographical spread as well as feasibility and a reasonable comparison across policy environments concerning GBV, its prevention and the working space for civil society institutions. The selection needs to enable learning on the opportunities and effects of policy development and advocacy and programming on GBV prevention, engaging men and boys.

3.6. Adapting P4P human resources: Staffing of P4P needs to be adapted to the requirements of the second phase in which there is emphasis on support to quality programming and policy development and advocacy for GBV prevention with engagement of men and boys, as well as on institutional capacity development. Staff will need to be recruited preferably from within the region. In order to attract and keep adequately qualified/experienced staff members, full time employment rather than the present nine months consultancy contracts needs to be offered.

Management response:

Relevant and acceptable.

All recommendations have been accepted. P4P will prepare the second phase project document for 2014-2017. The outputs of the first phase will be used to lead to design, implementation and evaluation of policies and programmes that are owned in-country in a sustainable way.

Sub-recommendations	Key action(s)	Time frame	Responsible unit(s)	Tracking	
				Comments	Status
3.1. Orientate P4P’s work around four main elements:	3.1. P4P’s work will be described in the project document for the second phase based on:				
3.1.1. Supporting the implementation of the	3.1.1. The results of the collective planning	December	P4P	Regional	

<p>results of the joint visioning exercise;</p> <p>3.1.2. Accompaniment of a few selected civil society and/or government interventions to produce programme- and/or policy-based evidence of the virtuous cycle. This would mean support to evidence-based prevention programming focused on policy development and programming on engaging men and boys and addressing masculinities for GBV prevention. This would include use of an evidence-based approach, aspects of communication and support to the development of capacities required, including capacities for monitoring and evaluation. Aspects of the present P4P components of research, communication and capacity development would be integrated in concrete programme interventions, adapted to contextual requirements.</p> <p>3.1.3. Capacity development to selected UN, civil society, academic/research and government partners using approaches that facilitate the achievement of the P4P programme objectives. This includes further support to SANAM and RLC as sub-regional learning communities.</p> <p>3.1.4. Selected studies implemented to consolidate The UN Multi-country Study on</p>	<p>and consultations will be reflected in the new project document.</p> <p>3.1.2. One key component of the second phase will be producing programme evaluation evidence through implementing and evaluating evidence- and theory-based interventions to prevent gender-based violence in partnership with boys and men in selected countries.</p> <p>3.1.3. Institutional capacity development will be central to the next phase of the joint programme. The new project document will articulate the capacity development strategy that P4P will apply to enhance institutional capacity in the region to design, implement and evaluate evidence- and theory-based prevention policies and programmes. The support to and involvement of the sub-regional learning communities (SANAM and RLC) will be refocused to ensure that these groups are aligned with the agreed learning strategy.</p> <p>3.1.4. The new project document will describe that P4P will support and</p>	<p>2013</p> <p>December 2013</p> <p>December 2013</p> <p>December 2013</p>	<p>P4P</p> <p>P4P</p> <p>P4P</p>	<p>consultation planned on 11-12 Sep</p> <p>Described in current concept note</p> <p>Described in current concept note</p> <p>Described in current</p>	
--	--	--	----------------------------------	--	--

Men and Violence design and results	encourage secondary analysis of data from the UN Multi-country Study on Men and Violence and support selected studies to address identified gaps.			concept note	
3.2. Develop and promote P4P's approach to engaging men and boys for GBV prevention making use of the same key elements as expressed in relevant documents in the first phase, to ensure that this approach is taken up by the UN agencies, civil society and government partners. These key elements include: <ul style="list-style-type: none"> • addressing masculinities; • an analysis of gender, inter-sectionality and power; • linking health / primary prevention approaches and social science / gender and power approaches; • making the links between interpersonal and structural levels that feed the conditions that produce gender-based violence; and • the need for complementarity and coordination between working with men and boys and empowering women and girls, as well as between prevention and response; and a rights-based approach. 	3.2. This recommendation will guide the process of defining a TOC, and articulating strategic approaches of P4P. The new project document will describe the P4P approach to GBV prevention, in partnership with boys and men, including the proposed key elements.	December 2013	P4P	Will be part of process to determine exact TOC	
3.3. A participatory process on regional level and the level of selected countries to further work out the details of the programme, informed by the joint visioning and division of labour exercise amongst the UN partners as mentioned under 2.3 above. The design of the programme will need to include an explicit theory of change and results framework which makes explicit the kind of changes that are expected at the output and outcome levels and how these will be intermittently assessed. A similar but less comprehensive process with key	3.3. Refer to 2.3. and 2.4. Additionally, an explicit TOC, results framework and comprehensive M&E plan will be described in the project document.	December 2013	P4P	Regional consultation planned 11-12 Sep; TOC and review processes to be exactly determined later	

<p>stakeholders needs to be put in place to review progress at the end of each year and to inform work planning for the next programme year. This will enhance stakeholder ownership of the programme process as well as of the results produced.</p>					
<p>3.4. Use a variety of means to develop capacities: P4P support at the regional as well as country levels needs to be based on the use of an indirect, increasingly horizontal approach, developing capacities of organisations and parties that will need to implement activities and processes, be these at the regional or country level. Capacity development needs to involve a variety of strategies, including training of trainers, creation of horizontal networks by specialty, mentoring, accompaniment, horizontal exchanges, expert consultations as well as technical assistance. The mode of direct ‘flown-in’ technical support that P4P has often applied in the first phase of the programme needs to be kept to a minimum as capacities of other actors are to be developed.</p>	<p>3.4. The new project document will describe a comprehensive multi-approach capacity development strategy that will reflect how it will be implemented including the proposed means and strategies in order to ensure long-term sustainability of regional capacity.</p>	<p>December 2013</p>	<p>P4P</p>	<p>Described in current concept note</p>	
<p>3.5. Country level support to a limited number of countries: In order to become more effective, country level support needs to be focused on a limited number of countries. Given the importance of the P4P research results, countries selected will need to have at least one of the studies conducted in-country. The selection will also need to take into account geographical spread as well as feasibility and a reasonable comparison across policy environments concerning GBV, its prevention and the working space for civil society institutions. The selection needs to enable learning on the opportunities and effects of policy</p>	<p>3.5. The new project document will describe that P4P will support implementation and evaluation of evidence- and theory-based interventions to prevent gender-based violence in partnership with boys and men in selected countries based on strict criterion to ensure that the next programme is manageable and produces measurable results as planned.</p>	<p>December 2013</p>	<p>P4P</p>	<p>Described in current concept note</p>	

development and advocacy and programming on GBV prevention, engaging men and boys.					
3.6. Adapting P4P human resources: Staffing of P4P needs to be adapted to the requirements of the second phase in which there is emphasis on support to quality programming and policy development and advocacy for GBV prevention with engagement of men and boys, as well as on institutional capacity development. Staff will need to be recruited preferably from within the region. In order to attract and keep adequately qualified/experienced staff members, full time employment rather than the present nine months consultancy contracts needs to be offered.	3.6. The management and coordination section of the new project document will describe the staffing of the new phase of the programme and adapt its team composition as required to implement the activities. The UNDP-APRC human resource policy will guide the process.	December 2013	P4P		

Evaluation recommendation 4:

4. Practicing and supporting Results-Based Management

- 4.1. Making use of qualitative and quantitative monitoring to assess whether results are being achieved and to inform programme management. Monitoring and Evaluation will need to make use of participatory processes, where the national/local level civil society organisations and government institutions and programmes and their clientele (boys and men as well as girls and women) play a decisive role in establishing the indications for change and gathering and making use of the data.
- 4.2. Support the development of monitoring and evaluation in the field of GBV programming engaging with men and boys, paying attention to both quantitative as well as qualitative methods and tools. Work on developing indicators for GBV prevention, especially regarding engaging men and boys and masculinities. These should complement existing indicators, especially those created by the UN. The use of a participatory approach can enhance the ownership and use of such methods and tools.
- 4.3. Monitoring and evaluation of whole programming and policy cycles can be realized, as an expanded timeframe will allow for a focus on selected programme and policy initiatives in a limited number of countries. Attention would need to be paid to developing partners' capacities, including development of M&E systems concerned. In this way, partner agencies would enhance their ability to inform programming and policy making by evidence and to manage for results. Inclusion of full programming and policy cycles would mean that the programme would be able to test the Theory of Change underpinning each of the selected initiatives and provide sufficiently rigorous evidence of what works and what does not in engaging boys and men and working on masculinities in addressing GBV in the context of the countries concerned.
- 4.4. In order to realise results based management and support processes of monitoring and evaluation of whole policy and programming cycles an M&E specialist needs to be recruited as part of the P4P team, who will support this part of the programme. Given the complexity of the task a highly qualified person will be needed.

Management response:

Relevant and acceptable.

All recommendations have been accepted. P4P will prepare the second phase project document for 2014-2017. It will include the approach to results-based management in the Monitoring, Evaluation and Reporting chapter.

Sub-recommendations	Key action(s)	Time frame	Responsible unit(s)	Tracking	
				Comments	Status
4.1. Making use of qualitative and quantitative monitoring to assess whether results are being achieved and to inform programme management. Monitoring and Evaluation will need to make use of participatory processes, where the national/local level civil society organisations and government institutions and programmes and their clientele (boys and men as well as girls and women) play a decisive role in establishing the indications for change and gathering and making use of the data.	4.1. The Monitoring, Evaluation and Reporting chapter of the new project document will describe the results-based programme management making use of qualitative and quantitative measures in a participatory way involving all relevant stakeholders.	December 2013	P4P		
4.2. Support the development of monitoring and evaluation in the field of GBV programming engaging with men and boys, paying attention to both quantitative as well as qualitative methods and tools. Work on developing indicators for GBV prevention, especially regarding engaging men and boys and masculinities. These should complement existing indicators, especially those created by the UN. The use of a participatory approach can enhance the ownership and use of such methods and tools.	4.2. As mentioned under 3, the new project document will articulate how P4P will support implementation and evaluation of evidence- and theory-based interventions to prevent gender-based violence in partnership with boys and men in selected countries. The Monitoring, Evaluation and Reporting chapter will further describe the participatory process, and the qualitative and quantitative tools and methodologies.	December 2013	P4P	Described in current concept note, though not in detail like e.g. in the case of the development of indicators	
4.3. Monitoring and evaluation of whole programming and policy cycles can be realized, as an expanded timeframe will allow for a focus on selected programme and policy initiatives in a limited number of countries. Attention would need to be paid to developing partners' capacities, including development of M&E systems concerned. In this way, partner agencies would enhance their ability to inform programming and policy making by evidence and to manage for results. Inclusion of full programming	4.3. As mentioned under 3, the new project document will describe a capacity development strategy that P4P will apply to enhance institutional capacity in the region to design, implement and evaluate evidence- and theory-based gender-based violence prevention policies and programmes. By implementing 4.2 and 4.3 the P4P TOC will be tested and evaluated interventions will contribute to an expanded evidence base of what works in the region in addressing GBV while engaging boys	December 2013	P4P	Described in current concept note	

and policy cycles would mean that the programme would be able to test the Theory of Change underpinning each of the selected initiatives and provide sufficiently rigorous evidence of what works and what does not in engaging boys and men and working on masculinities in addressing GBV in the context of the countries concerned.	and men and working on masculinities.				
4.4. In order to realise results based management and support processes of monitoring and evaluation of whole policy and programming cycles an M&E specialist needs to be recruited as part of the P4P team, who will support this part of the programme. Given the complexity of the task a highly qualified person will be needed.	4.4. It is recognized that expertise in M&E is needed to support the M&E of the programme. As described under 3.6, the UNDP APRC human resource policy will guide the process how this can be addressed.	December 2013	P4P		

Evaluation recommendation 5:					
5. Enhance coordination at the regional and country levels					
<p>5.1. Enhance coordination of regional level technical support on GBV prevention. There is a need for a coordination mechanism for TA support in which requests to P4P are shared with the TAG and coordinated with TA support of UN agencies. Such a coordination mechanism also needs to include regular exchanges on the TA methods used, effectiveness of approaches as well as obstacles faced and ways in which these were handled.</p> <p>5.2. Coordination of P4P activities with all UN agencies involved in GBV programming at country level (prevention as well as other elements) will need to be enhanced. For this purpose one focal person (as well as an alternate) will need to be assigned from the lead UN agency on GBV programming in the country (joint programme partner agencies or other collaborating UN agencies). This person should be an expert in the field of GBV and working on masculinities and have significant professional experience, including working with multiple stakeholders, and experience in-country or the (sub) region. This country-based focal person needs to link up with Government as well as civil society and academic/research institute stakeholders and with existing civil society and/or government programmes on GBV, including prevention as well delivery of services. Coordination for the P4P programme should preferably be part of existing coordination mechanisms (national joint programme on GBV, a working group of the UN Gender Theme Group, or other existing UNCT/RC coordination), so as to improve coordination of efforts and communication and avoiding gaps and duplication.</p>					
Management response:					
Relevant and acceptable.					
<i>All recommendations have been accepted. P4P will prepare the second phase project document for 2014-2017. It will include the approach to provision of technical assistance support and in-country coordination of P4P activities in the Coordination and Management chapter.</i>					
Sub-recommendations	Key action(s)	Time	Responsible	Tracking	

		frame	unit(s)	Comments	Status
5.1. Enhance coordination of regional level technical support on GBV prevention. There is a need for a coordination mechanism for TA support in which requests to P4P are shared with the TAG and coordinated with TA support of UN agencies. Such a coordination mechanism also needs to include regular exchanges on the TA methods used, effectiveness of approaches as well as obstacles faced and ways in which these were handled.	5.1. A coordination mechanism for TA support will be described in the new project document which will be reviewed regularly.	December 2013	P4P		
5.2. Coordination of P4P activities with all UN agencies involved in GBV programming at country level (prevention as well as other elements) will need to be enhanced. For this purpose one focal person (as well as an alternate) will need to be assigned from the lead UN agency on GBV programming in the country (joint programme partner agencies or other collaborating UN agencies). This person should be an expert in the field of GBV and working on masculinities and have significant professional experience, including working with multiple stakeholders, and experience in-country or the (sub) region. This country-based focal person needs to link up with Government as well as civil society and academic/research institute stakeholders and with existing civil society and/or government programmes on GBV, including prevention as well delivery of services. Coordination for the P4P programme should preferably be part of existing coordination mechanisms (national joint programme on GBV, a working group of the UN Gender Theme Group, or other existing UNCT/RC coordination), so as to improve coordination of efforts and	5.2. The coordination of P4P in-country activities will also be described in the new project document. The proposed focal point approach is accepted under the condition that the appointment of this person will be done in consultation between P4P and the lead UN agency on GBV programming in the country.	December 2013	P4P	Described in current concept note	

communication and avoiding gaps and duplication.					
--	--	--	--	--	--

Evaluation recommendation 6:					
6. Regional joint programme modality for the second phase of P4P					
<p>6.1. The regional joint programme modality is preferred with at the core the four UN partners from the first phase, i.e. UNDP, UNFPA, UN Women and UNV. Inviting additional UN agencies, including WHO, UNICEF, UNAIDS and UNESCO to be a partner or close collaborator of the programme. These UN agencies could moreover, be identified based on their programme and policy initiatives in the countries in which P4P has supported (parts of) the UN Multi-country Study on Men and Violence. Such cooperation with other UN partners can increase the number of possible initiatives to select in this phase. Widening the partnership of P4P to other agencies would enhance the outcome level changes.</p> <p>6.2. Based on the first phase of the programme a pooled funding modality is recommended with UN and donor agencies that provide financial support adding to the same pooled programme fund.</p>					
Management response:					
Relevant and acceptable.					
<i>All recommendations have been accepted. P4P will prepare the second phase project document for 2014-2017. It will be developed under the regional joint programme modality with the four UN partners from the first phase, i.e. UNDP, UNFPA, UN Women and UNV and utilizing the pooled funding modality, but it will also include the pass through and parallel funding options to remain flexible to deliver the outputs in collaboration with (new) partners of the programme.</i>					
Sub-recommendations	Key action(s)	Time frame	Responsible unit(s)	Tracking	
				Comments	Status
6.1. The regional joint programme modality is preferred with at the core the four UN partners from the first phase, i.e. UNDP, UNFPA, UN Women and UNV. Inviting additional UN agencies, including WHO, UNICEF, UNAIDS and UNESCO to be a partner or close collaborator of the programme. These UN agencies could moreover, be identified based on their programme and policy initiatives in the countries in which P4P has supported (parts of) the UN Multi-country Study on Men and Violence. Such cooperation with other UN partners can increase the number of possible initiatives to select in this phase. Widening	6.1. The new project document will be developed from the perspective of the regional joint programme modality with the four UN partners from the first phase, i.e. UNDP, UNFPA, UN Women and UNV. The partnership approach will be described and include outreach to other UN agencies for collaboration.	December 2013	P4P	Proposed in current concept note; decision to be made	

the partnership of P4P to other agencies would enhance the outcome level changes.					
6.2. Based on the first phase of the programme a pooled funding modality is recommended with UN and donor agencies that provide financial support adding to the same pooled programme fund.	6.2. The new project document will be developed from the perspective of using the pooled funding modality. However, the Fund Management Arrangements chapter will include the pass through and parallel fund management arrangements in order to provide flexibility to deliver the outputs in collaboration with (new) partners of the programme.	December 2013	P4P	Use of pooled fund proposed in current concept note; decision to be made	

Evaluation recommendation 7:					
7. Strengthen joint programme governance					
<p>7.1. It is recommended that while the SC continues to have an overall role in terms of the strategic guidance to the programme, meeting at least on an annually basis, the TAG needs to take on the technical guidance of the programme, the oversight of the implementation of the annual work plan, decision making in (bi-monthly) meetings or at meetings convened for the discussion of specific topics. SC members need to receive regular updates on TAG meetings and decisions.</p> <p>7.2. Continue (re-instate) having alternates to the members of both the Steering Committee as well as the TAG so that meetings do not need to be missed by any agency due to travel or other commitments of the committee members. Another option is to consider the use of teleconferences.</p> <p>7.3. The external TAG should be resuscitated to play a supporting role in a second phase of P4P, though with a more limited number of meetings, possibly conducted using teleconference as cost saving and efficiency option. A formal arrangement for the external TAG membership combined with a basic retainer payment could contribute to greater continuity and ensure mutual commitment.</p> <p>7.4. Steering Committee, internal and external TAG will need to maintain their functions. The composition of the Steering Committee and the internal TAG can be expected to remain largely the same. The external TAG however, will need to be adapted to the requirements of the second phase, where specialty on programme and policy development and policy advocacy will be required. The use of the external TAG should go beyond the use of the individual members and include a role as an outside group. This will be required in order to inform the support to selected policy and programme development initiatives, in which the use of evidence use, aspects of communication, advocacy and capacity development will need to be combined in an integrated approach to support engaging boys and men and work on masculinities for GBV prevention.</p>					
Management response:					
<p>Relevant and partially acceptable.</p> <p><i>P4P will prepare the second phase project document for 2014-2017. It will include the approach to the joint programme governance in the Coordination and Management chapter. All recommendations have been accepted except the recommendation (7.4.) concerning the expectation that the composition of the Steering Committee and the internal TAG could largely remain the same is rejected as they also may need to be adapted to the requirements of the second phase having a different focus and in-depth partnerships in selected countries.</i></p>					
Sub-recommendations	Key action(s)	Time frame	Responsible unit(s)	Tracking	
				Comments	Status
7.1. It is recommended that while the SC	7.1. – 7.4. The new project document will	December	P4P	TORs of SC	

<p>continues to have an overall role in terms of the strategic guidance to the programme, meeting at least on an annually basis, the TAG needs to take on the technical guidance of the programme, the oversight of the implementation of the annual work plan, decision making in (bi-monthly) meetings or at meetings convened for the discussion of specific topics. SC members need to receive regular updates on TAG meetings and decisions.</p> <p>7.2. Continue (re-instate) having alternates to the members of both the Steering Committee as well as the TAG so that meetings do not need to be missed by any agency due to travel or other commitments of the committee members. Another option is to consider the use of teleconferences.</p> <p>7.3. The external TAG should be resuscitated to play a supporting role in a second phase of P4P, though with a more limited number of meetings, possibly conducted using teleconference as cost saving and efficiency option. A formal arrangement for the external TAG membership combined with a basic retainer payment could contribute to greater continuity and ensure mutual commitment.</p> <p>7.4. Steering Committee, internal and external TAG will need to maintain their functions. The composition of the Steering Committee and the internal TAG can be expected to remain largely the same. The external TAG however, will need to be adapted to the requirements of the second phase, where specialty on programme and policy development and policy advocacy</p>	<p>describe the programme architecture and the roles and responsibilities of the SC and TAG based on the recommendations. However, composition of the Steering Committee and the internal TAG may need to be adapted to the requirements of the second phase having a different focus and in-depth partnerships in selected countries.</p>	<p>2013</p>		<p>and TAG under review for second phase</p>	
--	--	-------------	--	--	--

<p>will be required. The use of the external TAG should go beyond the use of the individual members and include a role as an outside group. This will be required in order to inform the support to selected policy and programme development initiatives, in which the use of evidence use, aspects of communication, advocacy and capacity development will need to be combined in an integrated approach to support engaging boys and men and work on masculinities for GBV prevention.</p>					
--	--	--	--	--	--

<p>Evaluation recommendation 8:</p> <p>8. Enhance joint programme management</p> <p>8.1. The programme’s management set-up, with UNDP as the managing agent needs to be reviewed within the perspective of four years phase. The availability of sufficient technical support capacity of the managing agent needs to be ensured. Moreover, it would be useful to include all UN partner agencies in the performance appraisal process of the programme coordinator, which would provide more diverse inputs to the process.</p> <p>8.2. It is recommended that the SC hires an experienced manager to perform management and coordination functions on the technical aspects of the programme, as distinct from leadership on technical content, which would remain the role of the programme coordinator. Ideally this position should be filled before the end of the present first phase extension period, to facilitate a smooth transition to the second phase, but at the latest at the start of the second phase. In addition to the financial / administrative management capacity, aspects of technical support and management need to be taken into consideration in the selection of the management staff for the second phase of the joint programme. In addition to technical capacity in gender and GBV and particularly in engaging men and boys and work on masculinities, experience in policy development and advocacy and the use of evidence to inform programming would be additional requirements.</p> <p>8.3. There is a need at the outset of the second phase, to re-organise the programme components, including a designated space for support to policy development and advocacy and GBV programming and to recruit staff with relevant expertise to perform these functions. Rather than providing direct support to country initiatives, their role should be to develop capacities of partner organisations, including UN, government, civil society and academic partners to propose, advocate for and implement relevant policies and design and implement programmes on GBV engaging with men and boys that are informed by evidence. It would be useful to hire a designated M&E specialist to support programme M&E and development of partner M&E capacities.</p> <p>8.4. Though the staffing composition of P4P needs to be adapted, the overall size of the programme team should remain relatively small with staff additions, if needed, as much as possible made to the participating UN agencies on regional and country level, in the form of qualified UN Volunteers or as otherwise feasible.</p> <p>8.5. Share travel plans of all P4P staff and regional staff of the three UN agencies (i.e. UNDP, UNFPA and UN Women, as UNV does not have regional presence; however UNV’s TAG members from UNV HQ could be included), as well as relevant CO staff where and when travels are planned in a timely fashion (e.g. monthly itinerary) so that coordination can be concretised.</p> <p>Management response:</p> <p>Relevant and partially acceptable.</p> <p><i>P4P will prepare the second phase project document for 2014-2017. It will include the approach to the joint programme management (like a human resource plan and management and a travel plan mechanism) in the Coordination and Management chapter. All recommendations have been</i></p>
--

accepted except recommendation (8.2.) to separate some functions currently being fulfilled by the programme coordinator which in itself is accepted, but the way it will be addressed in the second phase will depend on the overall composition of the programme team and how these functions will be assigned to them.

Sub-recommendations	Key action(s)	Time frame	Responsible unit(s)	Tracking	
				Comments	Status
8.1. The programme's management set-up, with UNDP as the managing agent needs to be reviewed within the perspective of four years phase. The availability of sufficient technical support capacity of the managing agent needs to be ensured. Moreover, it would be useful to include all UN partner agencies in the performance appraisal process of the programme coordinator, which would provide more diverse inputs to the process.	8.1. The UN partner agencies could be included in the performance appraisal process of the programme coordinator by adding to the roles and responsibilities of the SC to provide input to the supervisor of the programme coordinator. The performance appraisal process of the implementing agency will be followed as standard practice.	December 2013	P4P		
8.2. It is recommended that the SC hires an experienced manager to perform management and coordination functions on the technical aspects of the programme, as distinct from leadership on technical content, which would remain the role of the programme coordinator. Ideally this position should be filled before the end of the present first phase extension period, to facilitate a smooth transition to the second phase, but at the latest at the start of the second phase. In addition to the financial / administrative management capacity, aspects of technical support and management need to be taken into consideration in the selection of the management staff for the second phase of the joint programme. In addition to technical capacity in gender and GBV and particularly in engaging men and boys and work on masculinities, experience in policy development and advocacy and the use of evidence to inform programming would be	8.2. It is recognized that some tasks, regarding coordination, technical support, and financial / administrative management, currently performed by the programme coordinator, could be delegated in the second phase to other staff. The composition of the programme team and the TORs of the positions will be described in the new project document.	December 2013	P4P		

additional requirements.					
8.3. There is a need at the outset of the second phase, to re-organise the programme components, including a designated space for support to policy development and advocacy and GBV programming and to recruit staff with relevant expertise to perform these functions. Rather than providing direct support to country initiatives, their role should be to develop capacities of partner organisations, including UN, government, civil society and academic partners to propose, advocate for and implement relevant policies and design and implement programmes on GBV engaging with men and boys that are informed by evidence. It would be useful to hire a designated M&E specialist to support programme M&E and development of partner M&E capacities.	8.3. As described under 3, the new project document will describe the new programme components and a capacity development strategy to address this recommendation. As described under 4.4, the recommendation to hire a M&E specialist has been addressed.	December 2013	P4P	Programme components described in current concept note	
8.4. Though the staffing composition of P4P needs to be adapted, the overall size of the programme team should remain relatively small with staff additions, if needed, as much as possible made to the participating UN agencies on regional and country level, in the form of qualified UN Volunteers or as otherwise feasible.	8.4. As mentioned under 8.2, the staffing composition of the P4P programme team will be described in the new project document and implemented under the UNDP APRC human resource policy making use of available contract modalities.	December 2013	P4P		
8.5. Share travel plans of all P4P staff and regional staff of the three UN agencies (i.e. UNDP, UNFPA and UN Women, as UNV does not have regional presence; however UNV's TAG members from UNV HQ could be included), as well as relevant CO staff where and when travels are planned in a timely fashion (e.g. monthly itinerary) so that coordination can be concretised.	8.5. A travel plan sharing mechanism for P4P staff and relevant regional staff of the three UN agencies present in Bangkok and UNV HQ in Bonn will be developed.	December 2013	P4P		

Evaluation recommendation 9:					
9. Develop a resource mobilization strategy					
9.1. The UN partner agencies need to develop a joint resource mobilization strategy for the programme, in which responsibilities of each of the agencies and the P4P team are specified and in which the process of resource mobilization and targets concerned are outlined. Mobilization of resources needs to be done for P4P as a joint programme of the UN partner agencies. In addition to donors that supported the first phase of the programme there is a need to explore additional opportunities in order to have a sufficiently diverse donor support base to the programme which can enhance the financial sustainability.					
Management response:					
Relevant and acceptable.					
<i>The recommendation is accepted. A resource mobilization strategy will be developed and implemented, and joint donor meetings/visits will be planned and executed during 2013. A resource mobilization strategy to address a potential funding gap for the next phase programme will be included in the new project document and build on the fundraising efforts of 2013.</i>					
Sub-recommendations	Key action(s)	Time frame	Responsible unit(s)	Tracking	
				Comments	Status
9.1. The UN partner agencies need to develop a joint resource mobilization strategy for the programme, in which responsibilities of each of the agencies and the P4P team are specified and in which the process of resource mobilization and targets concerned are outlined. Mobilization of resources needs to be done for P4P as a joint programme of the UN partner agencies. In addition to donors that supported the first phase of the programme there is a need to explore additional opportunities in order to have a sufficiently diverse donor support base to the programme which can enhance the financial sustainability.	9.1. A resource mobilization strategy will be developed and implemented, and joint donor meetings/visits will be planned and executed during 2013. A resource mobilization strategy to address a potential funding gap for the next phase programme will be included in the new project document and build on the fundraising efforts of 2013.	December 2013	P4P for development of strategy; P4P, TAG and SC for joint donor meetings.	Resource mobilization strategy was drafted; first joint meeting with donors on 26 June.	

* Status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).