

MR Tracker

Evaluation Management Response Document



Region: MENAR

Office: Libya

Evaluation Year: 2021

Evaluation Year: **Country Programme Evaluation**

Evaluation Report Sequence Number: Libya/59/2020/16150

Person in Charge For Follow Up to Management Response: Mohamed Mutasim and Yahia Mostafa Taher Elrayes

Overall Response to Evaluation

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

UNICEF Libya would like to extend its appreciation for the comprehensive mid-term Country Programme Evaluation (CPE) (2019-2020). The CPE was led by the MENARO Regional Office, under the leadership of the Evaluation Steering Committee, which included key donors and government representatives. The CO is pleased with the comprehensive analysis of its programme, the involvement of the Evaluation Steering Committee and the engagement of CO staff in validating key findings and recommendations. This evaluation was conducted in consultation with key stakeholders at the Country level, including members of the Government of Libya, UN partners, civil society partners, and UNICEF staff. UNICEF staff, including senior management, were actively engaged in all phases of the evaluation. UNICEF senior management agrees with the evaluation recommendations. The evaluation data collection process was impacted by several factors, including armed conflict and COVID which required a remote methodology.

The Country Office started to implement the evolving recommendations after the preliminary findings session and therefore at this stage several of the recommendations are already addressed by action undertaken by the Country Office. The evaluation findings emphasized the importance of strengthening the humanitarian-development-peace nexus in programme strategies, particularly regarding strengthening partnerships and building national capacity to ensure basic services and social safety nets that are shock-resilient. Capitalizing on the improved political and security environment, in line with the evaluation findings the CO recognizes the importance of expanding its system strengthening engagement with national authorities, and working simultaneously at the municipal and community level to ensure the continuity of basic service delivery, including expanding access for the most vulnerable (i.e. conflict affected populations, migrants and refugees). The findings of the evaluation directly led to the CO's improved programming around gender and children on the move.

Planned Use of Evaluation

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

The findings and recommendations from the evaluation are driving the strategic direction of the CO, informing theory and practice of programming, improving the measurement of progress and strengthening partnerships. Preliminary findings and recommendations from this evaluation were used to strengthen programming as part of the CPD extension through 2021-2022 and identification of strategic priorities with the Government, donors and development partners. The preliminary findings of the evaluation were considered during the Deep Dive (May 2021) with the RO and were instrumental in the revision of Programme Strategy Notes, undertaken as part of the programme extension. In line with findings of the evaluation, the Country Office undertook a Gender Programme Review and developed a

Gender Action Plan. Additionally, the Country Office developed an Action Plan for children on the move to better articulate cross-cutting programme priorities. The findings of the evaluation also fed into the UN Strategic Framework Evaluation (2019-2020).

In the fluid political, security, and economic landscape of Libya, the CO continues to adjust its course and seize opportunities to strengthen and expand partnerships and programming for Libya. In this regard, the findings of the evaluation were presented during the prioritization workshop for the new Country Programme (2023-2025) and were a contributing consideration in the development of the UNSDCF (2023-2025). CPE findings and recommendations will be taken into consideration during the formulation of the Country Programme Management Plan (2023-2025) to ensure an operational structure that is fit for purpose to achieve better results for children.

Recommendations and Actions:

No.	Recommendations/ Action	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (mm/dd/yyyy)	Mgt Response/ Implementation Stage <i>Not started</i> <i>Underway</i> <i>Completed</i> <i>Cancelled</i>	Actions Taken
1.	Recommendation: Strengthen programming to incorporate cross-cutting youth and gender themes more effectively. Undertake a gender assessment of all strategic areas and develop a cross-sectoral gender plan with partners; ensure that each sector addresses the situation of adolescents and youth relative to their developmental needs.				<i>Agree</i> CO response: The Country Office recognizes the importance of prioritizing gender and youth/adolescents as cross-sectoral programme components and has taken steps to more effectively emphasize these programme priorities, including by undertaking a gender assessment of all strategic areas and developing a cross-sectoral gender plan with partners. The Country Office will ensure that each sector addresses the situation of women and girls and adolescents and youth relative to their developmental needs.	<i>If recommendation is rejected or partially accepted, report reasons</i>
Action 1	CO to undertake a gender programme review to identify strengths and weakness	PME	PM&E Consultant (Anna Ressler) and Gender and Youth focal point, Farah Ogbi	February 2022	Completed	Gender programme review was undertaken by the RO, reviewed by sections and a gender consultant and approved by the CMT

Action 2	CO to develop a gender action plan based on the recommendations of the gender programme review that highlights the cross-cutting office priorities (approved by the CMT)	PME	PM&E Consultant (Anna Ressler) and Gender and Youth focal point, Farah Ogbi	February 2022	Completed	Gender action plan for 2022 developed, aligned with the RO Gender Accelerator
Action 3	Ensure integration of the cross-cutting priorities (gender and adolescents and youth) into Programme Rationales	All Sections	Dep Rep Programme, Cristina Brugiolo	March 2022	Completed	SMR validation exercise including a rigorous gender review of all the Programme Rationales. Programme Rationales were modified to strengthen gender considerations.
Action 4	Ensuring the SitAn has a cross-cutting focus on (gender, adolescents and youth)	PME	PME Specialist, Mohamed Mutasim	March 2022	Underway	
2.	Recommendation: Promote greater strategic planning opportunities with implementing partners (national and international NGOs) to facilitate joint strategy and policy development. Elevate discussions, collaboration and coordination with implementing partners to a more strategic level, beyond the negotiation of implementation or the emergency strategies developed within the sector working groups. This will be the best way to utilize their access to beneficiaries and their experience in addressing technical and cultural challenges.				<p><i>Agree</i></p> <p>CO response: The Country Office recognizes the importance of promoting greater strategic planning opportunities with implementing partners (national and international NGOs) to facilitate joint strategy and policy development. Particularly in the context of the development of the new UNSDCF, the CO has elevated discussions, collaboration and coordination with implementing partners to a more strategic level within the interagency context.</p>	<i>If recommendation is rejected or partially accepted, report reasons</i>
Action 1	CO actively participates in the Humanitarian-development-peace nexus WG (under the PMT) (evidence to include strategic planning documents)	Emergency	Emergency Officer, Sherif Jenan	February 2022	Completed	UNICEF has actively participated in the 4Ws exercise with implementing partners and other civil society organizations around nexus implementation in Libya

Action 2	CO to ensure UNICEF international and national partners to the consultations of the new UNSDCF 2023-2025	PME	PME Specialist, Mohamed Mutasim	June 2022	Underway	
3.	Recommendation: Assess whether (a) the Bayti approach can be expanded to integrate health and nutrition services for migrant women, girls and boys; (b) a similar approach could be used to provide services to children by MoSA and other relevant ministries; and (c) similar approaches could be taken in building child hubs in schools.				<p><i>Agree</i></p> <p>CO Response: Concurring with the evaluation findings, the CO has taken active steps to assess whether (a) the Bayti approach can be expanded to integrate health and nutrition services for migrant women, girls and boys; (b) a similar approach could be used to provide services to children by MoSA and other relevant ministries; and (c) similar approaches could be taken in building child hubs in schools.</p>	<i>If recommendation is rejected or partially accepted, report reasons:</i>
Action 1	Integrate health and nutrition services for migrant women, girls and boys into Bayti Centres	Health	CSD Chief, Mohammad Younus	October 2021	Completed	Health support and referral pathways have been put in place in Bayti centres to provide basic information and to ensure that beneficiaries are able to access services
Action 2	Coordination with MoSA to link Bayti centres to MOSA and other government services	Child Protection	Child Protection Chief, Yoku Osawa	November 2021	Completed	UNICEF has established a coordination forum led by MoSA to look at this issue. As a result, MOSA has conducted field visits to all centres. Strategic discussions are on-going.
Action 3	Facilitate of non-Libyan children's registration in public schools through Bayti centres	Education	Education Chief, Ibrahim Farah	December 2022	Completed	The CO operationalization of MoE decrees regarding registration of non-Libyan children in formal during 2021. During 2021 UNICEF successfully supported enrolled of 158 children.
4.	Recommendation: Given recent political developments in Libya, reassess the possibility of relocating components of the operation within the country. This will mean revisiting the staffing structure, the share of national and international staff, the type of contracting, and the geographic location of the offices / hubs.				<p><i>Agree</i></p> <p>CO response: The Country Offices recognizes that the political stability of 2021 afforded the</p>	<i>If recommendation is rejected or partially accepted, report reasons:</i>

					opportunity to reassess the possibility of relocating components of the operation within the country, including revisiting the staffing structure, the type of contracting, and the geographic location of the offices / hubs, with due consideration to funding constraints	
Action 1	Relocation of all the international staff back to Tripoli	Operations	Dep Rep Operations, Khaldoun Shakkour	2021	Completed	Staff were fully recollected to Libya following the negotiation of a peace agreement and subsequent political stability
Action 2	Establishment of independent UNICEF office in Tripoli (Lemon Tree)	Operations	Dep Rep Operations, Khaldoun Shakkour	2021	Completed	Lemon tree office is fully functional and operating at capacity
Action 3	Establishment of Field Office in Benghazi (UN Hub)	Operations	Dep Rep Operations, Khaldoun Shakkour	2021	Completed	All positions in the Benghazi team have been filled and are working from Field Office
Action 4	Conduct a staff gap analysis	Operations	Dep Rep Operations, Khaldoun Shakkour	May 2022	Underway	
5.	Recommendation: Keep track of the lessons learned and emerging good practices from the implementation of the various third-party monitoring arrangements used by UNICEF in humanitarian contexts, including in the other countries of the MENA region. Tracking successes and bottlenecks and following good practices developed elsewhere will increase the efficiency of the Libya Country Office.				<p><i>Agree</i></p> <p>CO response: The Country Office recognizes that importance of keeping track of the lessons learned and emerging good practices from the implementation of the various third-party monitoring arrangements. To these ends, UNICEF has instituted internal procedures to better track success and bottlenecks to increase efficiency in the office, including by strengthening PME capacity in the office.</p>	<p><i>If recommendation is rejected or partially accepted, report reasons:</i></p>

Action 1	Recruitment of PM&E Specialist to coordinate lessons learned and emerging practices	PME	Dep Rep Programme, Cristina Brugiolo	February 2022	Completed	Position has been filled
Action 2	Conduct monthly meeting on HACT TPM challenges, bottlenecks and lessons learned with the TPM service provider	PME	HACT Officer	2021	Completed	Monthly HACT meetings are being held, with attention to lessons learned identified by the service provider
Action 3	Organize and internal review of TPFM practices within the office	PME	HACT Officer	June 2022	Not started	
Action 4	Organize a training for all TPF monitors	PME	HACT Officer	July 2022	Not started	
6.	Recommendation: Continue to advocate on critical child protection issues such as activation of the monitoring and reporting mechanism on grave violations, alternatives to detention for children in contact with law (including migrants), alternative care systems for UASC, release and reintegration for CAFAAG – including regional mechanisms for CAFAAG from abroad.				<p><i>Agree</i></p> <p>CO Response: The CO confirms its intention to continue to advocate on critical child protection issues such as activation of the monitoring and reporting mechanism on grave violations, alternatives to detention for children in contact with law (including migrants), alternative care systems for UASC, release and reintegration for CAFAAG – including regional mechanisms for CAFAAG from abroad.</p>	<p><i>If recommendation is rejected or partially accepted, report reasons:</i></p>
Action 1	CO proactively contributes to MRM and reporting activities (reports are prepared and available)	Child Protection	Child Protection Chief, Yuko Osawa	December 2021	Completed	Contributed to GHN and quarterly report and SG annual report for CAAC
Action 2	CO to develop a joint programme to strengthen the justice for children programme, including addressing	Child protection	Child protection chief, Yuko Osawa	January 2022	Completed	Joint programme agreed by MoI, MoJ, HCC, MOSA and SSF

	children in contact with the law and diversions from police station					
7.	Recommendation: Strengthen technical support and advocacy for coordination and investment of the government's own funds in WASH system rehabilitation.			Agree	CO Response: CO recognizes the importance of providing technical support to government authorities to encourage coordination and national investment in WASH system rehabilitation.	If recommendation is rejected or partially accepted, report reasons:
Action 1	Under new CPD 2023-2025 (as reflected in Programme Rationale and the UNSDCF), UNICEF has specifically committed to working on technical capacity development and advocacy for sustainable WASH services, including regarding coordination and investment	WASH	WASH Specialist, Mohammad Almjadleh	March 2022	Completed	<p>Programme Rationales were presented to SMR and government counterparts in March 2022.</p> <p>The WASH strategy was developed in close coordination with other UN agencies and organizations working in the WASH sector and is specifically aimed at technical support and advocacy regarding national investment in WASH, including through youth mobilization campaigns, etc</p>
8.	Recommendation: Ensure that reliable data are available for programming in health, education, nutrition and protection. The challenges experienced to implement studies and to roll out information systems will need to be analysed to identify and avoid bottlenecks.			Agree	CO Response: The CO recognizes the importance of improved reliable data for programming in health, education, nutrition and protection sectors. The CO continues to adapt and improve	If recommendation is rejected or partially accepted, report reasons:

					evidence generation interventions to enable steady progress in specific surveys and support to national information management systems	
Action 1	IMEP updated and submitted to the RO on time	PME	PME Specialist, Mohamed Mutasim	January 2022	Completed	Submitted to RO on time and approved by RO
Action 2	Development of a SoP to improve management and quality control of evidence generation within the office	PME	PME Specialist, Mohamed Mutasim	May 2022	Underway	
Action 2	Support to health information through DHIS-2 has been scaled up	Health	CSD Chief, Mohammed Younus	December 2021	Completed	Data collection system for DHIS was established in 700 health facilities, where a focal person was trained to use it
Action 3	EMIS report of the pilot schools (200) will be developed	Education	Education Chief, Ibrahim Farah	August 2022	Underway	
Action 4	J4CIMS is included in a joint programme	Child Protection	Child Protection Chief, Yuko Osawa	January 2022	Completed	Joint programme agreed by MoI, MoJ, HCC, MOSA and SSF
9.	Recommendation: Clearly identify the gaps in the current immunization programme and develop a plan to strategically address these in the follow up programme. Aim to expand immunization to migrant populations.				<p><i>Agree</i></p> <p><i>CO response: The CO recognizes the importance of continued close cooperation with national authorities to clearly identify the gaps in the current immunization programme to more improve strategic partnership and support to the national immunization programme, including with regards to outreach to the migrant population.</i></p>	<i>If recommendation is rejected or partially accepted, report reasons:</i>
Action 1	National Cold Chain Inventory Conducted	Health	CSD Chief, Mohammad Younus	January 2022	Completed	

Action 2	Establish vaccination mobile team in detention centers	Health	CSD Chief, Mohammad Younus	December 2021	Completed	CO has established a mobile vaccination team to provide vaccines in detention centres, the programme was rollout out during 2021 and 300 children were vaccinated by end of year
Action 3	Advocate for MOH to include children in detention centres in regular vaccination programme	Health	CSD Chief, Mohammad Younus	November 2021	Completed	CO successfully advocated and support government to develop a plan to include migrant children in detention centres in national vaccination programme
Action 4	Revising the NDVP COVID-19 to include migrants	Health	CSD Chief, Mohammad Younus	February 2021	Completed	CO successfully advocated and support the revision of the NDVP to include migrant children
Action 5	Effective vaccine management study	Health	CSD Chief, Mohammad Younus	December 2022	Not started	
10.	Recommendation: Develop a coherent UNICEF Libya strategy for adolescents and youth and advocate for a national youth strategy.				<p><i>Agree</i></p> <p>CO response: The CO recognizes the importance of strengthening its youth and adolescents cross-sectoral programme, including through the revision and development of strategic documents.</p>	<i>If recommendation is rejected or partially accepted, report reasons:</i>
Action 3	Revision of the youth and adolescent Programme Strategy Note 2021-2022	Education	Adolescents Development Officer Farah Ogbi	January 2022	Completed	As part of its programme extension through 2022, the CO reviewed and revised its cross-sectoral programme strategy addressed to youth and adolescents
Action 2	ToR developed to hire a consultant to support the development of a cross-sectoral youth and adolescent strategy for new CPD 2023-2025	Education	Adolescents Development Officer Farah Ogbi, Ibrahim Farah, Chief of Education	April 2022	Underway	
11.	Recommendation: UNICEF should use the nexus approach more systematically to ensure humanitarian responses build the capacity of partners to deliver services in humanitarian and developmental contexts. The CPD and the HAC should be consistent in approach and be developed to mutually re-enforcing.				<p><i>Partially agree</i></p> <p>CO fully concurs that there is an essential need for increase HDP nexus programming in Libya. However, the</p>	

					<p><i>description and comparison of the HAC and CPD in the evaluation suggested that the evaluators may not have fully understood UNICEF's programme cycle, and the function of the HAC specifically.</i></p> <p><i>The CO concurs that the HDP nexus should be systematically integrated into programme strategies to ensure that capacity development is central to programme, and that humanitarian and development interventions integrated and holistic in design.</i></p>	
Action 1	The new CPD and PR and AWP are fully underpinned by the HDP nexus logic and have a clear link between upstream and down stream engagement	Dep Rep Programme, Cristina Burgiolo	Dep Rep Programme, Cristina Burgiolo	March 2022	Completed	Programme Rationales were presented to SMR and government counterparts in March 2022
12.	Recommendation: UNICEF Libya should provide leadership on the child rights agenda with Libyan authorities and with donors and other international stakeholders.				<p><i>Agree</i></p> <p>CO response: The CO concurs that UNICEF should have increased leadership on the child rights agenda with Libyan authorities and with donors and other international stakeholders.</p>	<i>If recommendation is rejected or partially accepted, report reasons:</i>
Action 1	Provide support to the HCC in preparing the 3rd and 4th combined CRC State party report of the CRC	Child Protection	Child Protection Chief, Yuko Osawa	October 2022	Completed	

Action 2	CP Programme Rationale (2023-2025) includes systems strengthening around enforcement of existing laws, including enforcement of implementation related corporal punishment	Child Protection	Child Protection Chief, Yuko Osawa	March 2022	Completed	Programme Rationales were presented to SMR and government counterparts in March 2022
13.	UNICEF Libya should have an internal dialogue to determine how best to support civil society capacity building and child rights.				<p><i>Agree</i></p> <p>CO Response: UNICEF Libya concurs with the recommendation that it should organize an internal dialogue to determine how best to support civil society capacity building and child rights.</p>	<i>If recommendation is rejected or partially accepted, report reasons:</i>
Action 1	Chiefs of sections to undertake with sector coordinators a mapping and desk review of CSOs working in their sectors and conduct capacity assessment	PMT	Deputy Representative, Cristina Brugiolo, Sherif Jenan, Emergency Officer	May 2022	Not started	
Action 2	Hold an internal meeting to develop a capacity building plan for CSOs to undertake advocacy around child rights and implementing child and youth related projects, including HACT and emergency preparedness and response	PMT	Deputy Representative, Cristina Brugiolo, Sherif Jenan, Emergency Officer	June 2022	Not Started	