

**Evaluation Title:** Independent Real-Time Evaluation of UNICEF’s Response to Cyclone Idai in Mozambique, Malawi and Zimbabwe

**Region:** ESAR & HQ

**Office:** Malawi, Mozambique, Zimbabwe

**Evaluation Year:** 2019

**Person-In-Charge for Follow-up to Management Response:** Mussarrat Youssuf, Chief, Research and Evaluation Section, Malawi Country Office; Claudio Julaia, Emergency Specialist, Mozambique Country Office; Christopher Ngwerume, Emergency Specialist, Zimbabwe Country Office; Anthea Moore, Emergency Specialist, EMOPs; Patrick Lavandhomme, Emergency Specialist, ESARO.

### **Overall Response to the Evaluation:**

#### **MALAWI CO**

UNICEF Malawi welcomes the final evaluation of the Independent Real-Time Evaluation (RTE) of UNICEF’s response to Cyclone Idai in Mozambique, Malawi and Zimbabwe which provides an opportunity to further improve the quality of humanitarian programming in Malawi. The evaluation process was highly participatory, and the findings generally reflect the views of the majority of the Malawi CO. The draft evaluation report was reviewed internally and noted that most Child Protection inputs were not incorporated in the final report. The WASH sector ratings were expected to be higher than assigned. The evaluation provided useful insights and recommendations for strengthening UNICEF Malawi country office humanitarian preparedness and future humanitarian response action in ensuring strengthened accountability and impact of the humanitarian response for affected populations.

#### **MOZAMBIQUE CO**

UNICEF Mozambique fully agrees with three recommendations (3,5,7) and partially agrees with the remaining, mainly because they are either not applicable to the CO or are already being addressed by other agencies or have already been completed by the CO. The Mozambique CO found that evaluation findings are aligned with the challenges faced by the CO during the response to Cyclones Idai and Kenneth. However, it is important to highlight that the data collection process (timing and geographical coverage for the field visits) might not have been extensive enough to get the full picture of UNICEF response. The process was participatory since the beginning till the end of the evaluation, and it helped the CO to reflect internally on areas to improve and provided an opportunity to get the views and opinions of main UNICEF partners.

#### **ZIMBABWE CO**

UNICEF Zimbabwe finds the RTE findings to be generally representative of the situation and the recommendations to be reasonable to the context. Data collection was fair, given the ‘real-time’ and ‘rapid’ nature of the evaluation. The evaluation team provided a debriefing presentation on the 12th of July in Harare that enabled ZCO to provide initial feedback and complementary information. A second regional debriefing was provided on the 16th of July. The final report clearly outlines the key issues, and the office is largely in agreement with these and will take forward the actions and recommendations.

#### **HEADQUARTERS**

The evaluation was designed in such a way that it would ensure that data was collected at different levels of the organization (COs, RO and HQ), and would be consultative to ensure that emerging findings were presented and discussed to support the programming. Overall, we believe that the evaluation findings are credible, and will not only help the country offices to strengthen their programming, but also RO and HQ divisions to ensure that sustained support is provided to enhance capacities over time.

## **ESARO**

The results of the evaluation were discussed with ESARO and comments made by ESARO were taken into consideration. ESARO also used the findings to identify priority support actions which were included into the 2020 COMPACT.

### **Planned Use of Evaluation:**

## **MALAWI CO**

The evaluation is useful in the following areas:

1. Improving humanitarian programming and performance monitoring: The evaluation has identified several actions that will help to improve humanitarian programming, including elements of rebuilding. The recommendations in relation to value for money will also help to improve the efficiency of humanitarian response.
2. Strengthen Accountability to Affected population in future emergency response: Malawi CO will work both on strengthening the capacity of government and non-government partners of UNICEF and UNICEF staff to be more accountable to affected population in humanitarian response, including identifying viable accountability mechanisms.

## **MOZAMBIQUE CO**

The recommendations of this evaluation will be converted into activities to be included in the AWP 2020 with a clear timeline and responsibilities as per the evaluation matrix. The evaluation will be used to improve the MOZAMBIQUE CO preparedness, training critical programme and operations staff as well as putting in place mechanisms and processes that can be easily and quickly activated during the response phase.

## **ZIMBABWE CO**

The RTE recommendations will be incorporated into UNICEF Zimbabwe's HAC and HRP for 2020, as well as the rolling work plans of the office, to take forward some of the key issues. Further, some of the longer-term items arising from the RTE will be taken forward as part of the new County Programme Document development process in 2020, so that the strategic issues are incorporated in the office's longer-term planning.

## **HEADQUARTERS**

Overall, the evaluation process, the findings, conclusions and recommendations reveal that UNICEF has made good progress in responding to large-scale disasters, compared to findings from some years back (e.g. the UNICEF's 2010 Haiti earthquake review). The evaluation team highlighted that UNICEF COs were very much open

to sharing relevant information, and articulating where they had performed well, and areas that required improvement. This helped the team in the analysis given that UNICEF has a lead role in multiple clusters/sectors. In all three countries, UNICEF was perceived quite positively by peer UN agencies, host governments and UNICEF partners as a team player, who were ready to support, and in some cases such as interagency assessments and PSEA initiatives, take on leading roles for these interagency initiatives.

The evaluation reveals that UNICEF should view the Idai response as a **timely** and good quality response, that was well organized, with strategic and timely support provided by both the Regional Office and HQ Divisions. The evaluation found that that UNICEF was a **critical contributor** to government-led responses in all three countries and one of the humanitarian agencies that mobilized as soon as the potential impact of the cyclone became evident. UNICEF efforts to **rapidly and effectively** contain cholera were **remarkable** in areas that are cholera-endemic, as those affected by this emergency. UNICEF played a major role at the inter-agency level, through its **cluster lead responsibilities** and its contributions across initial assessments and initiatives to **prevent PSEA**, which benefitted the wider humanitarian community.

At the same time, the evaluation also sheds light on specific areas that UNICEF should strengthen. These comprise **early warning**, some aspects of **preparedness planning and early recovery**, including the more systematic consideration of the specific needs of **resettled communities**. The evaluation identified further weaknesses in **information management and monitoring** and pointed to processes with **high transaction costs**, such as short surge deployments and lack of longer-term PCAs which in some cases hampered the effectiveness of the response. The evaluation finally calls for the need for greater attention to **gender and equity** components and for communities to more **actively inform and participate** in assistance operations.

The **recommendations**, therefore, provide some suggested way-forward to enabling UNICEF to continue playing its key role in such emergencies in a more **sustained manner**. HQ Divisions are called to assess the recommendations and come up with ways in which they can provide the necessary technical support to countries to enhancing their capacities to improve in the key areas highlighted as requiring improvement, so as to deliver better for children and their communities in these settings.

## **ESARO**

The evaluation gives good data on area of support needed by the CO that the RO can provide. ESARO will use the recommendation of the RTE to guide its support to the CO and reinforce its preparedness and emergency response in time of largescale natural disaster sudden emergencies.

ESARO has used the Evaluation findings/recommendations to develop and conduct a pilot AAP training for select programme staff in the three cyclone Idai and four additional focus countries as per the 2020 COMPACT. ESARO is also supporting the seven country offices to develop AAP action plans. As part of long-term country support, ESARO has developed and published summary guidelines for integrating AAP into various country office planning cycles with corresponding checklists for each process.

**Evaluation Recommendation 1: Improve early warning and preparedness planning based on lessons learned and include thresholds that trigger anticipatory action<sup>1</sup> prior to the disaster**

**UNICEF Country Offices, with support from ESARO and UNICEF HQ**

- Support strengthening of the governments Early Warning Systems based on lessons learned;
- Develop thresholds for anticipatory action<sup>2</sup> and associated response protocols;
- As part of staff development strategies, UNICEF’s Country Offices should create “shadow” emergency teams within UNICEF Country Offices composed of staff working on longer-term work who can rapidly switch gears and transform into an effective emergency team. UNICEF’s WASH section provided a good practice example, where staff were empowered by prior emergency training, relevant experience and joint preparedness with partners;
- Further improve UNICEF’s preparedness, notably by incorporating AAP and cash-based assistance into joint preparedness planning with partners<sup>3</sup> and updating UNICEF response plans in a timely way to adapt to community needs for the transition into recovery;
- Include scenarios of resettlement of displaced populations in UNICEF and interagency preparedness plans in sites which are not places of origin. Agree on minimum standards with governments that can be used to guide operations and advocacy; and
- Use relevant lessons from this response to strengthen preparedness planning.

**Management Response: (Agree, Partially Agree, Disagree):** Zimbabwe CO – Agree; Malawi CO – Agree; Mozambique CO- Partially Agree; RAPS – Agree to be included in support of actions planned by COs, in particular through the provision of EPP reviews and a guidance note on developing thresholds for anticipatory action.

**If a recommendation is rejected or partially accepted, report reasons:** Mozambique CO – bullets 2 and 5 are not relevant for Mozambique CO or are being addressed by other partners

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Develop guidelines to strengthen government and community based early warning systems based on lessons learned and disseminate them during a meeting.	Zimbabwe CO	Emergency focal persons	January 2020	Completed	Disaster Risk Management Training was conducted in Manicaland in September 2019	Disaster Risk Management Training attendance registers

<sup>1</sup> See Annex for a definition and timeline for anticipatory action.

<sup>2</sup> The term “anticipatory action” here is used as a concept developed by FAO, ODI, and the Inter-Agency SOPs for Early Action to El Niño/La Niña Episodes as “...an activity taking place between an early warning trigger or a high-probability forecast and the actual occurrence of the corresponding disaster in order to mitigate or prevent the humanitarian impact of the anticipated disaster”. See CERF secretariat (2018a) CERF for the Future: Anticipatory Humanitarian Action: Update for the CERF Advisory Group – October 2018.

<sup>3</sup> Community Engagement Working Groups and Cash Working Groups.

Updating HAC response plans in a timely way to adapt to community needs for the transition into recovery.	Zimbabwe CO	Emergency focal persons	December 2019	Completed	Response plan for 2019 was updated accordingly in December 2019. The new 2020 HAC has also been developed, though the situation has developed, and humanitarian needs are still critical.	Multi-hazard response plans (HAC)
Conduct a workshop to establish thresholds for anticipatory action and associated response protocols in support of government departments.	Zimbabwe CO	Nutrition, Health and WASH with ESARO support	December 2020	Underway	Workshop to be organized with relevant stakeholders (Delayed due to the COVID-19 outbreak)	Anticipatory action protocols/guidelines
Develop scenario-based contingency plans for UNICEF	Zimbabwe CO	Emergency Specialist	October 2020	Underway	Initial meeting conducted - Consolidated contingency plan being finalised.	Contingency plans per sector
Within the overall One UN technical assistance project, provide support to the Department of Disaster Management at the national and local level to strengthen the governments Early Warning Systems based on lessons learned.	Malawi CO	Matteo Frontini, Chief Resilience, Estere Tsoka, Emergency Specialist	30-Dec-20	Underway	Several interventions are under way under the leadership of Department of Disaster Management Affairs. (see attached documents for examples) UNICEF has supported flood modelling in Salima. Currently DoDMA is in touch with the Ministry of Water Resources and Department of climate change CCMS on flood risk	Power point Presentation Lilongwe Flood Risk Assessment Development Proposal and report for Flood modelling for Salima district, Malawi

					management. Department of water resources is developing ToRs for the flood and drought risk management in the Shire River Basin that will be undertaken with support from the World Bank. Once the Tors are ready, plan is to proceed with a stakeholders meeting to agree on an approach for flood modelling in the Shire Valley basin	
Develop thresholds for anticipatory action and associated response protocols in line with UNICEF Preparedness procedure and embed those in EPP.	Malawi CO	Matteo Frontini, Chief Resilience, Estere Tsoka, Emergency Specialist	30-Dec-20	Completed	An SoP which sets out the threshold for small scale emergencies (below L1, L2 and L3), activation of emergency coordination mechanisms, procedures for activation and implications of activation on work processes.	SOP for phase activation and coordination of response
Emergency Preparedness and Response training for the CO key staff (3, 6) including relevant partners (Gov/NGOs)	ESARO and Mozambique CO	Mozambique CO – Claudio Juliaia	End of October 2020	Underway	Agenda for ERP finalised, and date fixed for 21 <sup>st</sup> and 22 <sup>nd</sup> Oct.	COMPACT 2020 Concept note, agenda and group work for the conflict sensitivity

					Online EPP working session carried out on 18 Sept 2020 Conflict Sensitivity and Peacebuilding training supported by HQ and ESARO carried out from 02-16 September (2 sessions per week)	and peacebuilding training
CO prioritized Preparedness Actions as part of the 2020 AMP (4, 6)	Mozambique CO	Chris Cormency & Claudio Julaia	Throughout 2020	Underway	Relevant staff have attended training on AAP; In 2019, Cash was included in the 2019/2020 EPP based on CO experiences in the cyclone response.	AMP, EPP 2019/2020
Support the development of CENOE IM system (1)	Mozambique CO	Claudio Julaia	December 2020	Underway	Consultant hired to support in the development of the CENOE IM system; Contract with ONALAB for the IM platform	ToR for the Consultancy.
Nutrition response to Emergency lessons learned National workshop which will inform preparedness actions for future emergencies (3)	MISAU/Mozambique CO	Javier Rodriguez	December 2021	Underway	Activity originally programmed for November 2019 and postponed due to administrative issues and COVID-19	Draft Agenda and ToR defined
Produce guidance note on developing thresholds for anticipator action, to be shared with Zimbabwe CO, Malawi CO and Mozambique CO	RAPS	Kevin Wyjad	September 2020	Underway	Initial discussions	Guidance note
Provide updated EPP reviews for Zimbabwe CO, Malawi CO and Mozambique CO	RAPS	Muhumed Dubow	September 2020	Underway	EPP reviews were provided in 2019. Updated EPP reviews	EPP review documents

					will be provided in 2020.	
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**Evaluation Recommendation 2: Facilitate a stock take<sup>4</sup> to guide the transition between the humanitarian response and recovery to ensure that UNICEF is optimizing its value-added for affected communities considering the following:**

**UNICEF Country Offices and UNICEF HQ**

- Replicate relevant elements in UNICEF Malawi’s country programme and the phased approach to facilitate transition promoted by the WASH and Health sections in UNICEF Mozambique;
- Define a clear action plan for building back better (both infrastructure and services);
- Strengthen gender responsiveness in preparedness, response and recovery (see R9 for additional recommendations);
- Strengthen efforts to address and reach the needs of people with disability. In so doing, the Offices should strengthen and deepen inter-sectoral work among all programme sections and ensure attention to children with disabilities and other risks and vulnerabilities.
- Advocacy strategies to fill gaps in sectors that impact the welfare of children where UNICEF does not have a lead role (e.g. shelter, livelihood);
- Optimal office and staffing configurations for hubs and how to strengthen links between the Country Office and hubs;
- Update preparedness, notably for drought and floods; and
- Make use of monitoring data to adapt recovery interventions

**Management Response: (Agree, Partially Agree, Disagree):** Zimbabwe CO – Agree; Malawi CO – Agree; Mozambique CO – Partially Agree; UNICEF HQ - Agree.

**If a recommendation is rejected or partially accepted, report reasons:** Mozambique CO – Points 2 and 5 are not relevant for Mozambique CO or are being addressed by other partners

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents

<sup>4</sup> This was one of the main “real time” recommendation agreed with UNICEF Country Offices following debriefing sessions at the end of the field mission described in the “Real Time” Action Plans for each country. This recommendation is similar to a recommendation in RTE of the response Haiyan that UNICEF should “*Plan the main ‘recovery’ elements of the programme as a coherent package, based on a re-assessment of needs and discussion with partners, and produce a recovery plan by the three-month mark...*” Darcy et al. (2014) page 46.

Undertake a review with partners of all humanitarian interventions to identify where recovery actions can be integrated into response plans.	Zimbabwe CO	Health, Nutrition, HIV/AIDs, Child Protection and Education	December, 2019	Completed	Recovery actions integrated into HRP 2020	HRP 2020
Integrate key advocacy messages around filling gaps in sectors that impact the welfare of children where UNICEF does not have a lead role in the emergency advocacy communications and advocacy strategy	Zimbabwe CO	Chief of Communications	March 2020	Completed	Content of the messages determined	ZCO emergency advocacy communications and advocacy strategy
Mainstream disability into 2020 sectoral RWPs and the office AMP	Zimbabwe CO	Disability consultant	March 2020	Completed	Disability mainstreamed into 2020 RWPs	RWPs; AMP
Explore opportunities for transferring good examples of bridging relief with development from other COs into UNICEF Malawi Programmes (e.g. WASH and Health approach of UNICEF Mozambique)	Malawi CO	Matteo Frontini, Chief Resilience, Estere Tsoka, Emergency Specialist	30-Dec-20	Underway	UNICEF established an HD nexus and Community Development/ Resilience approach across all Pillars in accordance with UNICEF Malawi CPD while responding to COVID-19.	Program Documents
Define a clear action plan for building back better (both infrastructure and services).	Malawi CO	Matteo Frontini, Chief Resilience, Estere Tsoka, Emergency Specialist	30-Jun-20	Completed	A disaster recovery plan 2019-2021 was developed for MCO. The plan is aligned to the aspirations outlined in the national recovery framework “Building Back a Disaster-Impacted Malawi Better and Safer, 2019” developed by DODMA	Disaster Recovery Plan 2019-2021

Develop clear plans for tailored humanitarian response to most vulnerable children, especially children with disability	Malawi CO	Kimanzi Muthengi/ Vinobajee Gautam, Chief Education with support from all Sections	30-Dec-20	Underway	A Disability Task team was constituted in MCO in January 2020. The Task Team will develop an office-wide Strategy for addressing issues of children with disability, including in humanitarian actions and linking humanitarian action to further development plan to build resilience. A procurement of adds-on to emergency latrines for improved access for PWDs as well as design for better access to water points of PWD, including children, is underway.	Situation analysis of children with disabilities Plan of Action on Gender and Disability Integration in COVID 19 Response_ DraftSept2020
Develop Malawi CO strategy to strengthen the humanitarian to development nexus and improve community resilience	Malawi CO	Matteo Frontini, Chief Resilience, Estere Tsoka, Emergency Specialist	30-Dec-20	Underway	In addition to the Local Government and Decentralisation Task Team, a Resilience Task team will be established in Malawi CO in Q4 which will develop the CO vision for strengthened resilience-building action in Malawi.	Concept Note on Local Governance and Community Development
Stocktaking and lessons learned workshop with Field Office Chiefs and members of PCT (chiefs of sections and emergency focal points) (2)	Mozambique CO	Claudio Julaia	August 2019	Completed	On 1 <sup>st</sup> of August 2019, the CO organized a workshop with CoS, CFO and Emergency	Report of the workshop; Presentations delivered are

					focal points to reflect on the response provided and results achieved so far and define the strategic direction. UNICEF supported the development of the GoM PDNA and DRF.	available. PDNA and DRF reports.
Education sector recovery strategy developed to contribute to the cross-sectorial MOZAMBIQUE CO strategy (2)	Mozambique CO	Tomoko Chibuya	End August 2019	Completed	The Education section developed a strategy for its recovery intervention including BBB for the next months	The strategy document is available
Implementation of Inclusive humanitarian action and recovery plan in Mozambique with a focus on intersectoral linkages (4)	Mozambique CO	Edith Wilhelmina Maria Morch-Binnema	October 2020	underway	Partnership with various NGOs include PLWD targeting (e.g. Light for the World, Handicap International); Increased capacity of MOZAMBIQUE CO on inclusive programming (Disability specialist under recruitment) AMP priority on disabilities as a cross-sectorial platform	Project document available, PCA, Progress report; AMP
Optimize emergency field office staffing structure (6)	Mozambique CO	Katarina	End February	Completed	PBR submitted with CMT approved structure and subsequently approved with recruitment actions ongoing.	Organigram of office; PCT minutes, CMT minutes, Approved PBR minutes

**Evaluation Recommendation 3: Ensure that surge deployment, notably by UNICEF staff, optimize value-added to UNICEF’s response and recovery interventions.**

**UNICEF Country Offices**

Develop “shadow” emergency teams<sup>5</sup> within each section in UNICEF Country Offices by integrating into staff development plans and investing appropriately. Agree on standards (training, roster membership), SoPs and annual review (simulation together with partners followed by updating of preparedness plans).

**UNICEF HQ**

Revise regional and global standards and SoPs to optimize value-added of the surge, notably in setting minimum standards for the length of deployment and handover processes to ensure they add value.

**Management Response: (Agree, Partially Agree, Disagree):** Zimbabwe CO - Partially Agree; Mozambique CO: Agree. UNICEF HQ Agree

**If a recommendation is rejected or partially accepted, report reasons:** Zimbabwe CO - made good use of the surge and also re-oriented staff to work on emergency response and task shift effectively.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Strengthen the capacity of the office in emergency response through surge deployments	Zimbabwe CO	Emergency Specialist HR manager	December, 2020	Underway	Surge deployments done within CP, Education, WASH and Health sections as part of optimizing office response capacity towards Covid-19 response	HR recruitments records
Establish Emergency Focal point system in the office and develop relevant SoPs for a surge deployment	Malawi CO	Estere Tsoka, Emergency Specialist	30-Jun-20	Completed	Each section has designated emergency focal persons with a strong emergency experience. The MCO	Terms of Reference and membership for MCO Emergency

<sup>5</sup> The WASH section in UNICEF **Mozambique** provided a good practice model that could be replicated.

					has in place signed contingency PCAs with CSO partners to expand UNICEF surge capacity. SOPs for emergency deployment have also been prepared	focal points (EFPs)
Emergency Preparedness and Response training for the CO key staff in each section including operations unit to facilitate the creation of shadow sub-teams;	Mozambique CO with ESARO support	Claudio Julaiia;	October 2020	Underway	Agenda for ERP finalised, and date fixed for 21 <sup>st</sup> and 22 <sup>nd</sup> Oct. Online EPP working session carried out on 18 Sept 200 Conflict Sensitivity and Peacebuilding training supported by HQ and ESARO carried out from 02-16 September (2 sessions per week)	COMPACT 2020 Concept note, agenda and group work results for the conflict sensitivity and peacebuilding training
Increased emergency capacity in CO through targeted recruitments	Mozambique CO	Chief of Sections	December 2020	Underway	Ongoing recruitments in Education, WASH, Health and Child Protection section; Surge plan developed to support the response in Cabo Delgado but due to covid-19 there are challenges in getting visa	ToR, HR records, Surge plan
Training of provincial authorities upon request (Zambezia, Nampula) on Emergency Preparedness and Response through INGC which will include a simulation exercise	Mozambique CO	Claudio Julaiia	November 2020	Not started	This activity was planned and included in the PCU workplan - delayed due to covid-19 and pending funds allocation	PCU workplan

Complete Nutrition in Emergencies trainings for the provinces of Niassa, Maputo province and Maputo city to finalize the provincial level training	MISAU/Mozambique CO	Javier Rodriguez	December 2021	Postponed for 2021 due to Covid-19 and implementation depending on funding availability	This activity has been ongoing since 2018	National nutrition contingency plans
Revise global standards and SOPs to optimize the value-added of surge staff, notably in setting minimum deployment lengths and developing handover processes that add value.	DHR/EMOPS	HR BUSINESS PARTNER TEAM, Emergencies	June 2021	Not started	DHR agree that it would be good if templates were made available to staff to ensure business continuity and adequately capture knowledge.	SOP

**Evaluation Recommendation 4: Improve the efficiency of the supply chain through more effective use of regional resources and support UNICEF's AAP using innovative approaches to extend tracking to communities affected by disasters.**

**UNICEF ESARO**

- Accelerate feasibility study and analysis of South Africa as a major procurement hub for the region in consultation with UNICEF Country Offices and in collaboration with Supply Division.

**UNICEF HQ**

- Improve the user-friendliness of reporting and tracking systems to transform them into tools for UNICEF program managers and sector heads.
- Use innovative systems<sup>6</sup> so that relief goods can be tracked to the end-user in beneficiary communities to help UNICEF in fulfilling their AAP commitments. If combined with increased transparency and information-sharing, specifically about aid entitlements and intervention objectives, beneficiary communities will be in a good position not only to confirm receipt of relief items but also provide feedback on their use.

**Management Response: (Agree, Partially Agree, Disagree):** Supply Division: Agree. ESARO: Agree.

**If a recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed	Actions taken	Supporting documents

<sup>6</sup> For example, UNICEF already has considerable experience in use of SMS systems in U-report.

				Cancelled		
Support countries develop end-user/beneficiary complaints and feedback mechanisms on UNICEF supplies for improved accountability to the affected population	EMOPS –AAP Unit	Emergency Specialist - ERT	30-12-2020	Not started	AAP Units reaching out to respective countries to plan the process by mid-March 2020	Reports from functioning feedback mechanisms
Redesign of CO supply dashboards in Insight: inventory & dispatches, service status, and supply & logistics, in view of increasing the CO audience and facilitating their use.	MSDEU/SD	Gemma Orta-Martinez	31-12-2020	Underway	Redesigned supply dashboard on CO inventory and dispatches in Insight for improved user-friendliness, data accessibility and action based on evidence	To come: Yammer post
SD will work on a last-mile monitoring project endeavouring to standardize the monitoring processes and guidance, introduce new systems as well as changes to existing systems to obtain visibility on what happens to supplies beyond handover to implementing partners.	MSDEU/SD	Gemma Orta-Martinez	31-12--2021	Underway	Project approved by SD Project Review Board and internal partnerships (ICTD, DAPM) established. External partnerships are being established.	Minutes of Project Review Board
Conduct local market surveys in South Africa and countries in the Southern Africa region to explore and expand the supplier base, and subsequently develop LTAs for various commodities available in the region and consolidate them in one knowledge management site.	ESARO	Ayako Okamura	30-06-2021	Underway	The ToR for the market surveys developed. Documents prepared and funding secured for the REoI for consultancy firms, but the process suspended due to the lockdown in South Africa amid the COVID-19 pandemic.	Market survey reports, LTAs
Revisit the regional procurement hub strategy for South Africa and operationalize it to streamline and strengthen the procurement hub function at the South Africa Country Office.	ESARO	Ayako Okamura	31-12-2021	Not started		A revised regional procurement hub strategy

**Evaluation Recommendation 5: Improve protocols for standby PCA incorporation into preparedness planning to streamline processes consistently across all sectors during future responses.**

**Recommendation targeted at *UNICEF Mozambique and UNICEF HQ***

**Management Response: (Agree, Partially Agree, Disagree): Mozambique CO – Agree. UNICEF HQ - RAPS – Agree**

**If a recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
MOZAMBIQUE CO is preparing Contingency PCAs for a potential Emergency response for relevant programmatic sections.	Mozambique CO	Sections chiefs	Q4 2020	Underway	Monitoring table created for DRET meeting with follow-up actions at the section level.	Contingency PCAs
Revision of protocols COs to improve standby PCA incorporation in EPP 2,0	RAPS, EMOPS	Jan Eijkenaar	Q4 2020	Underway	EPP 2.0 design underway	EPP 2.0 platform

**Evaluation Recommendation 6: Improve Accountability to Affected Populations (AAP) to optimize the value-added of UNICEF operations for disaster-affected communities and fulfil UNICEF’s accountability commitments.**

***UNICEF Country Offices, including staff with cluster coordination roles and UNICEF HQ***

*Short-term priorities: within the next six months:*

- Organize an AAP orientation session for senior staff and training for programme staff to build capacity and integrate AAP in overall country office strategic plan (including in emergency preparedness plans) with a view to developing an AAP implementation framework;
- Facilitate discussions and workshops with government, other UN and NGO partners to agree on collective approaches and other strategic ways of working that would improve AAP to fulfil relevant commitments;<sup>7</sup>
- Nominate an overall country office AAP focal point (with reporting line to the representative,) as well as focal points and alternates in each unit (including operations) to ensure AAP is sufficiently prioritized. Where possible, country offices are encouraged to recruit staff with AAP specific tasks (generic TOR/JD can be shared from AAP unit, EMOPS);
- Establish internal UNICEF complaints and feedback systems that can interface with interagency systems (such as *Linha Verde* in **Mozambique**) with relevant protocols and guidance to facilitate follow up and closing feedback loops with affected communities.
- Develop a joint communication strategy for communities with partners that pro-actively inform affected populations, including vulnerable groups, on their

<sup>7</sup> For example, UNICEF AAP Framework, IASC AAP commitments, [the Core Humanitarian Standard](#), accountability frameworks of individual agencies. These workshops should be an opportunity to validate the revised guidelines and SOPs, and improve as needed based on feedback, and promote their use.

entitlements, complaints feedback mechanism, rights and UNICEF commitments to put communities at the center of our work;

*Medium-term priorities: within the next 12 months:*

- Incorporate relevant AAP elements into various UNICEF systems and procedures including work plans, partnership agreements, contingency arrangements, monitoring, capacity building and other strategic plans

**UNICEF HQ (Accountability and Community Engagement)**

- Proactively engage with ESARO and UNICEF Country Offices in the region to provide guidance, tools and coaching on how best to position AAP in emergency preparedness and response actions as well as in routine programming while facilitating the involvement of partners as a valuable learning resource.
- Routinely conduct AAP training for UNICEF, cluster coordinators and partner staff to develop or strengthen preparedness and following a corporate disaster event.<sup>8</sup> These trainings, based on the global AAP training standards and modules, would benefit from interactive sessions using context-specific examples on participatory planning during an emergency response, information sharing and collecting and processing complaints and feedback from communities. UNICEF can directly lead these trainings and/or in collaboration with other agencies initiatives.

**UNICEF HQ**

- Review guidance and Standard Operating Procedures from an AAP perspective. Update tracking systems to measure the fulfilment of AAP commitments up to end-users, including feedback about timeliness and quality of relief items.

**Management Response: (Agree, Partially Agree, Disagree):** Zimbabwe CO – Agree; Malawi CO – Agree; Supply Division- Agree to be included as a supporting office in this action plan, considering that any preparedness strategy and training should include planning for supply and logistics; Mozambique CO - Partially Agree: point 2 has been completed by other partners, point 5 is being addressed through UN systems. UNICEF HQ – Agree

**If a recommendation is rejected or partially accepted, report reasons:**

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Capacity building of UNICEF staff on AAP.	Zimbabwe CO	Emergency Specialist, UNICEF	December 2020	Underway	Planned for 2020	1.Training plan and materials 2.Attendance registers on AAP
Incorporate AAP elements in relevant humanitarian PDs, with a defined budget as relevant.	Zimbabwe CO	Chief PME	Ongoing (December 2020)	Underway	This has been instituted in the majority of HPDs	HPDs incorporating AAP elements
Review existing AAP mechanisms for Zimbabwe, in consultation with partners and stakeholders, and develop	Zimbabwe CO	Gender Specialist	December 2020	Underway	An AAP mapping for ZCO has been	CO AAP Approach and mapping

<sup>8</sup> Training during the response phase may be challenging but should take place by the time early recovery has gained momentum.

a strategy for UNICEF to develop these, in coordination with other UN agencies, including communication components					undertaken, including mapping UN mechanisms	
Organize an AAP orientation session for senior staff and training for programme staff to build capacity and integrate AAP in regular programme implementation (including in emergency preparedness plans)	Malawi CO	Matteo Frontini, Chief Resilience, Estere Tsoka, Emergency Specialist, Parvina Muhamedkhojaeva -C4D Specialist	30-Dec-20	Completed	An online training was conducted for Section chiefs and partners. AAP is now being mainstreamed in planning documents e.g. Returnee action plan	Online Training Session for Section Chiefs and IPs plus agenda Returnee Action Plan
Build capacity of government counterparts on key approaches to AAP, including at district level	Malawi CO	Matteo Frontini, Chief Resilience together with Estere Tsoka, Emergency Specialist, Parvina Muhamedkhojaeva -C4D Specialist and Section Chiefs	30-Dec-20	Completed	UNICEF supported the development of national guidelines on community-based complaints mechanisms. Relevant capacity building efforts will be undertaken in key disaster-prone districts along currently implemented programmes. C4D Section is developing C4D in Emergency Strategy covering all relevant scenarios and guiding all programmes on the application of C4D standards and tools in the humanitarian context. All Sections are providing ongoing AAP	National guidelines on community-based complaints mechanisms Program Documents

					<p>and Social Accountability support, ensuring the linkages between COVID-19 response and regular programmes.</p> <p>AAP is embedded in health PDs on MNH, that includes social accountability issues, requiring community dialogue, community scorecard activities, and holding duty bearers accountable for their action. Created a bwalo forum where communities come together for citizen engagement. This was supported with budget analysis and information provided to the forum.</p> <p>The Social accountability platform has established radios, drama for theatre and other forms of engagement. The success included making elected MPs accountable for their promises, increased MNH budget by parliament for MNH services.</p>	
Ensure AAP is embedded in Cluster Humanitarian response plans for	Malawi CO	Section Chiefs of Nutrition, Education, Child	30-Dec-20	Underway	Along with preparedness for emergency response in 2020.	Program Documents e.g.WASH

Clusters chaired and co-chaired by UNICEF		Protection, WASH and Health			WASH includes AAP monitoring framework in all the new PDs and HPDs and supporting dialogue at the Cluster level to strengthen social accountability. AAP is embedded in health PDs on MNH.	UNITED PURPOSE HPD (Covid-19) Education Cluster Response plan Cluster COVID-19 Nutrition Plan
Establish viable community complaint mechanisms (such as <i>Linha Verde</i> in Mozambique) to facilitate follow up and closing feedback loops with affected communities.	Malawi CO	Matteo Frontini, Chief Resilience, Parvina Muhamedkhojaeva -C4D Specialist	30-Dec-20	Completed	UNICEF negotiated a partnership with Malawian Red Cross to strengthen work with communities, including feedback mechanisms. Opportunities for feedback through U-report are developed. A 'Linha Verde' has been established: feedback email address <a href="mailto:feedbackmlw@unicef.org">feedbackmlw@unicef.org</a> . In addition, community radios interactive programmes are open to communities UNICEF Child Protection HPD with national helpline provides viable community complaint and feedback mechanism. A rapid mapping of viable communities' feedback mechanism in one disaster-prone	Systems in Place for Feedback Mechanism using U-Reporting.

					community will be completed as well.	
EMOPS - AAP to provide in-country and remote support to Malawi and Zimbabwe in training staff and developing AAP strategic actions	EMOPS – AAP unit Geneva	Emergency Specialist - ERT	30-12 -2020	Underway	AAP unit to engage each country office for planning purpose .  ESARO has developed and is piloting an AAP training module with 7 countries (Malawi, Mozambique, Zimbabwe, Ethiopia, Uganda, South Sudan and Somalia) to be completed by end of September 2020	AAP – Handbook Mission Report Training Reports
Attending regional AAP training and Organize feedback session to enhance the capacity of emergency focal points on AAP (1)	Mozambique CO	Ruben Cossa Ketan Chitnis	December 2020	Completed	Course attended;	PP presentation
				Ongoing - AAP refresher training organized by ESARO during September 2020. Feedback session in CO planned for Q4	Recurrent discussions at PCT	Meeting minutes
Integrated AAP components into ESARO led humanitarian training for MOZAMBIQUE CO (1)	Mozambique CO/ESARO	Claudio Julaia Ketan Chitnis	Q4 2020	Ongoing	AAP included in the EPR training content planned to be carried out on 21 and 22 October	Training agenda, Presentations

In collaboration with WFP and partners, explore the potential of including AAP content into the Ouro Negro 'edutainment' programme (2)	Mozambique CO	Sabine Michiels/Angelo Ghelardi	December 2020	Ongoing	Pilot implemented during IDAI response with RM UNICEF to discuss the activity with PCI Media Impact and WFP AAP WG active under Protection Cluster to meet COVID-19 and Cabo Delgado emergency response needs	AAP training materials PCA with PCI Media Impact
Integrate AAP consideration into SOP for partnership with CSO (6).	Mozambique CO	Antine Legrand/Ketan Chitnis	Q2 2020	Completed	Proposed draft common language for PD and HPD on feedback mechanisms.	<a href="#">SOP on CSO for Moz office - SOP CSO with AAP</a>
SD's last-mile monitoring project (see recommendation 4, action 2) will evolve in sequential phases and, as each stage is completed, will be shared and discussed with COs, progressively enhancing their capacity to understand and monitor the supply cycle and delivery.	MSDEU/SD	Gemma Orta-Martinez	31-12-2021	Underway	Project approved by SD Project Review Board and internal partnerships (ICTD, DAPM) established. External partnerships are being established.	Minutes of Project Review Board

**Evaluation Recommendation 7: Strengthen gender integration in preparedness, response and recovery in planning, implementation and monitoring and evaluation during future emergency responses.**

***UNICEF Country Offices, with support from ESARO and UNICEF HQ***

- Conduct gender and equity assessment (or tap into assessments being conducted by other partners) in line with rights, needs and capacities of girls, boys, women and men in affected populations in line with the CCCs in order to have a more accurate understanding of the situation of girls, boys, women and men and guide the design of appropriate response interventions;
- Ensure the collection, analysis and use of sex-disaggregated data to be able to understand and address gender-specific needs;
- Strengthen efforts to mainstream gender in all aspects of UNICEF's response. Ensure gender is integrated across all sectors, in preparedness and response plans, in implementation, M&E and in reporting; and
- Appoint gender focal persons in each section whose role would be to raise awareness and understanding of how gender-related issues should be mainstreamed.

**Management Response: (Agree, Partially Agree, Disagree):** Malawi CO – Agree, Mozambique CO – Agree; Zimbabwe CO – Agree; ESARO – Agree; UNICEF HQ – Agree.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Capacity building of government counterparts on gender mainstreaming in humanitarian action	Malawi CO	Christobel Chakwana, Gender Specialist	30-Mar-2020	Completed	Gender mainstreaming orientation has been conducted for the Department of Disaster Management Affairs (DODMA) in partnership with UN Women, including on gender assessment methodologies, collection and use of sex-disaggregated data.	Checklist for integrating GBV and SEA in WASH response to COVID 19 GBV Safety Audit WASH cluster data collection tool
Gender assessment of all UNICEF humanitarian preparedness and response plans is conducted and gender considerations mainstreamed	Malawi CO	Christobel Chakwana, Gender Specialist and Estere Tsoka, Emergency Specialist	30-Dec-20	Underway	Gender lens review of EPP preparedness and response plans. Gender lens review cluster humanitarian response plans prepared in 2020.	Malawi COVID-19 RGA Report
Develop gender-specific data collection tools to be used in future emergencies	Malawi CO	Christobel Chakwana, Gender Specialist	30-Mar-2020	Completed	Gender-specific data collection tools (age and sex disaggregation) have been developed in UNICEF Malawi CO and will be used in future emergency response actions. Gender and age disaggregation tools	Terms of Reference for strengthening M&E/ Information Management and Humanitarian Performance Monitoring Systems for

					utilized by Protection cluster which UNICEF co-leads. A RO support mission supported the development of monitoring tools, results database and reporting mechanisms.	response to emergencies Plan of Action and Terms of reference for Health Emergencies Task Team Malawi 2020
Gender assessment included into planned Situation Analysis and Country Programme Evaluation as part of the CPD development process (1)	Mozambique CO	Zamzam Billow	December 2020	Underway	ToR being finalized Consultant onboard Draft of the report submitted	ToR of Sitan; Draft report of Gender review available
Reinforcing the Gender focal points capacity and strengthening their role to ensure gender is mainstreamed and integrated into emergency preparedness and monitoring across sections (2,3,4)	Mozambique CO	Zamzam Billow	Q1 2021	Rescheduled	Drafting of the TOR underway, section heads will be requested to appoint Gender focal points for their respective sections - due to COVID-19 the activity was reprogrammed for 2021	TOR of the gender focal points
Strengthen the gender sensitivity and disaggregation in the data collection process through activity tracker developed post-emergency and other tools (2, 3)	Mozambique CO	David Borges, Zamzam Billow	Q4 2020	Underway	Activity tracker tool was developed by Mozambique CO for each section to collect data from partners in a systematic way. There is potential to use this tool to collect disaggregated data in an emergency context – Cabo Delgado response in 2020 and 2021	Activity tracker tool; Operational response plan for 2021
Strengthen response capability to victims of violence and abuse within emergency context (SOPs and clear	Mozambique CO	Edith Wilhelmina	Q4 2020	Underway	Discussions underway with GBViE Regional Specialist on the	SOP for prevention and

protocols to prevent and respond to sexual abuse cases, ensure confidentiality of beneficiaries) (1,2)		Maria Morch-Binnema			provision of technical support to MOZAMBIQUE CO to build capacity to address response capability to victims of sexual abuse within a humanitarian context	response to Sexual abuse
Strengthen the capacity of existing emergency sector focal points, including in Gender mainstreaming, GBViE and PSEA, including integrating humanitarian issues as part of the office-wide staff development strategy and plan for 2020.	Zimbabwe CO	Gender Specialist	Dec 2020	Underway	UNICEF Emergency Focal Points were trained on Gender, PSEA and disability during the Humanitarian Performance Monitoring training.	PPT presentation
Develop Humanitarian Performance Monitoring tools that include the collection of disaggregated data	Zimbabwe CO	M & E Specialist (PME) and M&E Officer (Humanitarian)	March 2020	Completed	Humanitarian Performance Monitoring tools developed that include a collection of sex-disaggregated data and disability	HPM monitoring tools
Facilitate and ensure mainstreaming of gender into Humanitarian Programme Documents (HDPs)	Zimbabwe CO	Gender Specialist	Dec 2020	Underway	HPDs reviewed from a gender perspective	HDPs demonstrating gender integration.

**Evaluation Recommendation 8: Promote greater Value for Money (VFM) awareness amongst staff and partners while improving systems to facilitate VFM analysis by UNICEF decision-makers.<sup>9</sup>**

***UNICEF Country Offices, with support from ESARO***

- Develop activity-based formats to support decision-making by facilitating VFM analysis of unit costs and intervention options to improve UNICEF's cost-effectiveness.
- Improve feedback loops for outcome monitoring (link with Rec. 6).
- Encourage implementing partners and cluster member to benchmark unit costs and share relevant learning to help optimize value-added.

***UNICEF HQ***

- Improve global systems and relevant guidance to facilitate decision-making that systematically takes into account VFM
- Facilitate donor's communication flow on VFM expectations at global level and agree on minimum VFM requirements to ease transition between emergency

<sup>9</sup> An example of a VFM checklist is attached as an Annex 7.

and recovery phase

**Management Response: (Agree, Partially Agree, Disagree):** Zimbabwe CO – Agree; Malawi CO – Agree; Mozambique - Partially Agree: Action 2 addressed and Action 1 and 3 (similar); **DFAM:** Partially agree. **EMOPS HELS:** Partially agree.

**If a recommendation is rejected or partially accepted, report reasons:**

**DFAM:** The VfM concept should not only be analyzed through a procurement approach (whereby the choice of goods and services is based on the lowest cost) or by exclusively applying the activity-based costing method while budgeting programme activities. The concept is broad and complex and should be analyzed in a more holistic way to ensure that our activities in the field are fit for purpose in a rapidly changing world. The sustainability of UNICEF interventions and the relevance of our programme remains the guiding principles to achieve efficiency and effectiveness of our business processes. However, there are several ongoing global initiatives aiming to reimagine UNICEF business models to increase efficiencies and ensure resources reused in the best way possible to achieve results while at the same making them fit for purpose: 1) Review of programme management models 2) Reimagining UNICEF Business models 3) Humanitarian review. We are expecting that the outcomes of these initiatives will contribute to addressing the recommendation of the RTE. DFAM will monitor the progress of the working groups.

**EMOPS HELS:** Suggest linking this recommendation more clearly to the long-term cost-effectiveness of LHD programming, building sustainable systems and national capacity. Would not recommend that we structure any VfM exercises in terms of activities or unit costs. It would be better to frame VfM according to delivery against programme results per the CCCs. Experience shows that focus on short term costs in emergency settings can lead us into short-sighted planning that is more expensive over time. More generally, unit costing should be the remit of our supply colleagues. Additional caution against creating more burdensome reporting processes for partners.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Review South Sudan and Ethiopia experiences and guidance from RO and conduct an assessment to determine the unit costs and/or costs per beneficiary of key emergency interventions to inform future budgeting and partnership arrangements	Zimbabwe CO	Chief of PME and Deputy Representative Operations	December, 2020	Underway	Draft ToRs for consultant to support the country office are being reviewed.	Assessment report with unit costs of emergency interventions
Integrate outcome level indicators as part of the HAC 2020	Zimbabwe CO	Chief of PME / Emergency Specialist	March, 2020	Completed	HAC indicators defined and finalized	HAC 2020

An analysis of VFM components of cyclone Idai response will be conducted along the development of the CO Resource Mobilization Strategy to inform better future cost-effectiveness of humanitarian response appeals	Malawi CO	Margarita Tileva - Deputy Representative, Venatius Fon - Partnerships Specialist, Estere Tsoka, Emergency Specialist	30-Dec-20	Not started	The development of RM strategy was planned for Q2 but was delayed due to the COVID outbreak. The new timeline is by the end of Q4.	Resource mobilisation Strategy
Strengthen humanitarian cluster capacity in analysis VFM of emergency response and appeal planning (capacity building).	Malawi CO	Matteo Frontini, Chief Resilience, Estere Tsoka, Emergency Specialist	30-Dec-20	Underway	UNICEF recruited Cluster Coordinators for UNICEF Co-lead clusters including Health, who will be oriented toward VFM analysis of emergency response.	Terms of Reference for Cluster Coordinators
Strengthen government capacity for humanitarian cash transfers	Malawi CO	Beatrice Targa, Chief Social Policy	30-Dec-20	Completed	UNICEF provides technical assistance to the government in strengthening the Government Social Cash Transfer system to expand vertically in response to crises.	Floods Case Study Report Technical Annex Mtukula Pakhomo_SSSP
Verify all UNICEF programs and UNICEF-led clusters maintain updated information on standard unit costs and implementation strategies (context-specific) (1,3)	Mozambique CO	Claudio Julaia	Q4 2020	Underway	Discussions at EMT/DRET meeting;	Meeting minutes
Capacitate CO emergency staff on global VFM guidance currently being finalized at HQ level (1,3).	Mozambique CO	PCU/Operations	Q4 2020	Underway	SOP for CSO developed	Agenda session; presentation of the session; SOP for CSO - <a href="#">SOP CSO</a>

Monitor progress made in the implementation of the actions plans of the ongoing initiatives aiming to reimagine UNICEF business and programme models as well as the current humanitarian review	DFAM	Sr. Operations Manager	30-Dec-20	Underway	Discussions are ongoing in the different fora: Task Team on programme management model, Change management group and Humanitarian review working group	Final reports of the Task Team and working groups
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**Evaluation Recommendation 9: Strengthen information management and monitoring systems to guide UNICEF interventions and more clearly demonstrate outcomes, including at the level of the affected community.**

***UNICEF Country Offices, with support from ESARO***

- Capture lessons learned and consider replicating UNICEF Mozambique’s approach of supporting government capacities to improve their ability to visualize, analysis and use data.
- Set more ambitious targets for regular field monitoring visits by UNICEF staff. These can double as programme and partner support visits. UNICEF staff need to be prepared to monitor across sectors beyond their own specialty to the extent possible.
- Consider alternative options to supplement and help verify partner reporting, including through joint monitoring missions. This has benefits for cross-sector learning as well as accountability and quality assurance.
- Adapt HPM systems to better measure immediate outcomes based on CCCs using data from PDMs by UNICEF and partners and community CFMs to have a better understanding of the appropriateness and effectiveness of assistance while assisting in updating needs assessments. Outcome monitoring systems should be applicable to cash-based and in-kind distributions and capture relevant cross-cutting data (protection, gender, people with disability) to the extent that is appropriate to the phase of the response using a “good enough” approach.<sup>10</sup>
- Agree with partners on minimum standards<sup>11</sup> for measuring outcomes and incorporate these standards into PCAs for implementing partners based on the “good enough” system described above. Capture lessons learnt and consider replicating UNICEF Mozambique’s approach of supporting government data visualization, analysis and use capacities.
- For future similar emergencies where a disaster affects more than one country, UNICEF should establish a working group of monitoring and evaluation focal points as a pilot to support quality assurance and promote organizational learning.

***UNICEF HQ***

- Develop minimum standards and related guidance for measuring outcomes during emergency response based on a “good enough” approach, including embedding such standards in PCAs.

**Management Response: (Agree, Partially Agree, Disagree):** Zimbabwe CO - Partially Agree; Malawi CO – Agree; Mozambique CO - Partially Agree; DAPM: Partially Agree

<sup>10</sup> ‘Good enough’ in this context means choosing a simple solution rather than an elaborate one. ‘Good enough’ does not mean second best: it means acknowledging that, in an emergency response, adopting a quick and simple approach to outcome measurement and accountability may be the only practical possibility and make improvements over time.

<https://www.alnap.org/help-library/good-enough-guide-impact-measurement-and-accountability-in-emergencies>

<sup>11</sup> These will normally include post-distribution monitoring and periodic Knowledge Attitudes and Practice (KAP) surveys.

**If a recommendation is rejected or partially accepted, report reasons:** **Zimbabwe:** ZCO had some robust results reporting, including at outcome level. The CO also developed a data system, linked to the ONA platform that was reviewed and informed the response; **Mozambique:** Action 1 is n/a for Mozambique CO, actions 2 and 3 are not relevant and the CO already monitors extensively and conducts joint missions, Recommendation 5 is the CCCs, action 6 is not for CO, rather for ESARO to organize. Agree with actions 4,6; **DAPM:** The PCA is a standard legal agreement that outlines the general roles and responsibilities of UNICEF and the CSO partner. It does not contain technical details about the programme intervention. DAPM will work with EMOPS to develop guidance/best practices that can be provided to offices when developing agreements with partners. Programme Documents contain results frameworks and work plans and are appended to the umbrella Programme Cooperation Agreement. Minimum standards and guidance will cover progress towards outcomes.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Validated concept note for data readiness for improved preparedness (DRIP) to strengthen and build information management capacity	Zimbabwe CO	Chief of PME, ICT Specialist	December 2020	Underway	The draft concept note was developed	Concept Note for DRIP
Updated ONA platform with 2020 humanitarian situation and results reporting data.	Zimbabwe CO	Chief of PME	December 2020	Underway	Data needs to be defined	Updated ONA platform functional
Strengthen humanitarian data collection and capacities for visualization, analysis and data- use for both government counterparts and UNICEF	Malawi CO	Matteo Frontini, Chief Resilience, Sydney Nhamo - Chief PME, Estere Tsoka, Emergency Specialist Elton Edward Ernest Oriero (Data Analyst)	30-Dec-20	Completed	The Information Management and Data working group co-led by DoDMA and RCO was established. As a member of the working group, UNICEF contributed to the development of the 5W matrix. A dashboard was developed to show an overview of the Covid-19 response and financial investments. All the clusters responding to the Covid-19 pandemic are using the 5 W matrix to	Link: <a href="#">COVID-19 5W MATRIX – Government-DODMA /UN INGO Financial tracking SWET Google Sheet SWET Dashboard Data Visualization Dashboard</a> Relevant and innovative tools for more effective humanitarian data collection and visualization of

					<p>compile information from their members and have developed sector-specific dashboards to analyze and display information for decision making.</p> <p>Data visualization and analysis were done as part of UNICEF's role as co-lead of Protection cluster.</p> <p>Internally, google sheets have been developed to help all Covid-19 Implementing Partners to collect, compile and submit disaggregated data on a weekly basis that is being used to produce dashboards to monitor progress being made against set COVID-19 response targets.</p> <p>Data visualization planned as UNICEF contribution to the Information Working Group led by DODMA.</p>	UNICEF response developed.
Strengthen humanitarian action monitoring	Malawi CO	Margarita Tileva -Deputy Representative, Matteo Frontini- Chief Resilience, Sydney Nhamo- Chief PME	30-Dec-20	Completed	Incorporated as Management priority for UNICEF MCO Annual Management Plan 2020 Efforts are underway to develop harmonized emergency response	2020 MCO AMP

					<p>field monitoring checklists.</p> <p>UNICEF developed a field monitoring tool that is being used by communities and implementation partners in getting feedback from the communities on the effectiveness of COVID-19 programming. This is also being used as a platform to promote accountability to affected populations as there is an opportunity for the affected communities to interface with the duty-bearers.</p>	
Strengthen programme monitoring for UNICEF implementing partners	Malawi CO	Cathal Elder, Implementing Partnership Management Specialist	30-Dec-20	Completed	<p>Utilization of e-Tools for strengthened IP monitoring has been put in place, including monitoring of follow up actions on programmatic visits (both for regular and humanitarian programmes).</p> <p>All trips are created in eTools, and their reports are uploaded in the system, providing a central database of reports. For this year, 51 programmatic visits have been completed as of July 2020. All trips follow-up actions have</p>	<p>KPIDashboard</p> <p>Detailed Programmatic Assurance eTools</p> <p>Programmatic visits</p> <p>2020 MCO AMP</p>

					been entered in eTools with programme staff responsible for following-up and closing these actions. Included an indicator in 2020 Annual Management Plan such that as of July 2020, 12% of follow-up actions have been completed with expected acceleration in coming months.	
Promote reporting on disaggregation by sex, age groups and disability (4)	Mozambique CO	David Borges/Claudio Juliaia	December 2020	Underway	HPM was rolled out when CO reviewed the HAC, mapping the indicators to be part of the revised response plan; Indicators metadata developed; Results framework that informs the sitrep developed including dashboard and activity tracker	<a href="#">Activity Tracker</a> <a href="#">Monitoring report</a> <a href="#">HPM dashboard</a>
Support the development of CENOE IM system (4)	Mozambique CO	Claudio Juliaia	December 2020	Underway	Hired a consultant to support in the development of the CENOE IM system; Contract with ONALAB for the IM platform	ToR for the Consultancy;
Outcome monitoring discussion in the office related to humanitarian response and development of action plan (4);	Mozambique CO	David Borges	March 2021	Underway	Ongoing discussions with ESARO. The activity is delayed due to COVID-19	Meeting minutes

Initiate community of practices discussion in coordination with ESARO (best practices in measuring outcomes related to an emergency context in the region) (4)	Mozambique CO	David Borges	March 2021	Underway	Ongoing discussions with ESARO. The activity is delayed due to COVID-19	Meeting minutes; Reference documents on best practices of outcome monitoring
Revise guidance and tools on how to reflect CCCs in monitoring and reporting of results with partners and assuring standards for monitoring progress towards results are reflected in PDs, SSFAs and partner reports.	DAPM/EMOPS	Chief Programme Implementation Unit and Anthea Moore, HELS EMOPS	December 2021	Underway	To be included in the CCCs rollout package and supplemental guidance	CCCs, guidance and templates

**Evaluation Recommendation 10: For future RTEs, UNICEF should develop and field-test a template<sup>12</sup> and associated guidelines based on the revised CCCs using indicators that are developed during the inception phase that are adapted to the operating context. These should be part of the toolkit supporting UNICEF’s preparedness for corporate emergencies.**

- Commission a review of methodologies and learning processes used by humanitarian agencies that routinely conduct RTEs to gain the advantages and disadvantages of options.
- Develop a pilot version of a performance assessment template for RTEs and field test through a consultative process. Communication and information strategies should support ownership, implementation and learning loops.
- Periodically produce a synthesis of results that can support UNICEF’s learning and accountability.

***Recommendation targeted at UNICEF’s Evaluation Office***

**Management Response: (Agree, Partially Agree, Disagree): EO – Partially Agree**

**If a recommendation is rejected or partially accepted, report reasons:**

- Partially Agree (Rec 1 and 3)
- Agree (Rec 2 and 4).

Rec 1 & 3: The **gist /intention** behind the recommendation is well received – it is aligned with recent humanitarian evaluations (both agency-specific and inter-agency) which have increasingly been acknowledging challenges in assessing the effectiveness of responses. The Evaluation Office is committed to strengthening future evaluations, yet it believes that an ‘**RTE template**’ **would not necessarily serve this purpose**. EO argues that a **strengthened inception phase** is, rather, the

<sup>12</sup> The CCC matrix in the Annex provides an example of such a template.

more appropriate driver to achieve stronger RTEs (and evaluations in general). While not discounting **the emphasis on timeliness, RTEs are actually rarely conducted during the first three months** of an emergency (to avoid burdening affected country offices at the peak of the response), so it is realistic to believe that there *is* time for ‘preparing’ the RTE during the inception phase of the evaluation.

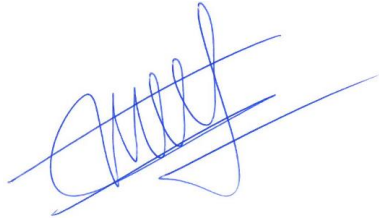
**More specifically:**

- The recommendation, as phrased, references both the RTE **template** (developing and field-testing it) and the need to **adapt** it to the specificities of each RTE in the inception phase of the evaluation – yet the latter seems to defeat the purpose of ‘preparing’ for the RTE which is the main driver of the recommendation [see the conclusion as outlined in the RTE report: ‘*The emphasis on timeliness for RTEs and the need to minimize transaction costs rules out a scoping mission to reach a consensus on suitable benchmarks during the inception phase*’];
- The reality is that **tailoring RTEs to the specificities of each response is inevitable**: it is unclear what the value-added of a ‘universal RTE template’ would, therefore, be - either merely replicating existing indicators (e.g. CCCs and HPM) or, alternatively, further contributing to the long list of performance benchmarks that the evaluation highlighted as a challenge (‘*A challenge faced during this RTE was differing expectations about which performance benchmarks should be used to measure performance*’)

EO believes that the key area that requires strengthening is, rather, the **inception phase** of any evaluation which is too often conceived as a mere formality, conducted too fast and resulting in very little value-added for the exercise. Yet, an inception phase has a critical role to play in outlining the ‘results pathway’ of the response (especially when not available to start with), setting and agreeing on the boundaries of what is going to be evaluated and the ways in which this will be done (which includes indicators of performance). **Ideally, performance indicators should not be established for the RTE specifically but for the response itself**; and the RTE should build on those, rather than aiming at re-creating them in isolation.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
For future RTEs, ensure that sufficient time is allocated for the inception phase	EO, and decentralized evaluation function	HEP Team	30.12.2021	Not started	This is a forward-looking recommendation that will need to be assessed on an ongoing basis.	Regular review of EHA to determine the time allocated to inception and scoping (HEP Team can review this on an annual basis)
Rather than initiating a separate exercise, EO proposes that the Humanitarian Evaluation Guidance Paper that is being developed includes a review of methodologies and learning processes used by	EO	HEP Team	30.12.2020	Underway	A consultant is onboard to prepare the Guidance Note, and EO will include a review of methodologies by other	Humanitarian evaluation guidance (should

humanitarian agencies that routinely conduct RTEs to gauge the advantages and disadvantages of options					agencies as part of this work	be available by Q1 2021)
Periodically produce a synthesis of results that can support UNICEF's learning and accountability	EO	HEP Team	30.12.2021/2022	Not started	An evaluation synthesis of humanitarian evaluations is planned for the end of 2021.	The next synthesis of humanitarian evaluations is scheduled for end of 2021/early 2022



Approved: Mohamed M Malick Fall  
Regional Director, ESAR

Dated: 12 October 2020