

Evaluation Management Response

Region: ROSA

Office: Regional Office, India Country Office and Pakistan Country Office

Evaluation Year: 2020

Evaluation Title: Evaluability Assessment of the 'Child Labour: Exploitation of Children in South Asia Programme

Evaluation Report Sequence Number: Nepal/64/2020/17381

Head of Office: Jean Gough

Person in Charge for Follow Up to Management Response: Amanda Bissex

**Overall Response to the Evaluability Assessment (EA):**

The evaluability assessment provides important evidence on the clarity of outcomes, the Theory of Change (ToC) and the alignment of programme efforts, and the adequacy and validity of the indicators, tools and systems of monitoring of the 'Child Labour: Exploitation of Children in South Asia Programme' (CLECSAP). Based on the evidence, the EA report proposes several required changes to make the overall programme more evaluable and highlights key recommendations specifically related to the weaknesses identified. The report highlights that overall, there are no fundamental reasons to consider the CLECSAP not evaluable: the programme planned results are not unachievable or unrealistic, and while risks and assumptions would require additional considerations, the overall comprehension of the problem addressed, and the strategic capacity to provide effective responses are visible. The recommendations highlighted in the EA have been grouped under three categories:

- I. Recommended adjustments to the ToC, ensuring the full alignment of the CLECSAP results logic to the ToC, and linking the expected impact of the programme to the specific problem addressed through a clear solution pathway;
- II. Recommended amendments to the results framework, which would contribute to the overall improvement of the programme design and will require punctual interventions involving all the implementing units;
- III. Recommendations focusing on the improvement of programme implementation and governance.

The above recommendations apply to UNICEF ROSA and the India and Pakistan Country Offices. UNICEF ROSA and the two Country Offices are in agreement with a majority of the recommendations detailed in the EA report and will address these during agreed upon deadlines. The recommendations which will be a challenge to put in place, mainly due to structural constraints, will be detailed in the responses below with justifications for same.

**Overall Planned Use of the Evaluability Assessment:**

The findings from the EA will be used to implement actions that will strengthen the project's evaluability, logic and measurability. In addition, since CLECSAP will use an adaptive learning approach to programming, the findings will also contribute to the adaptive process by working to strengthen any weaknesses revealed.

**Allowed Editor (s): Amanda Bissex, Micaela Pasini, Soledad Herrero, Padmanav Dutta, Eshani Ruwanpura**

Response to the main recommendation:

<b>Recommendation 1</b>	In order to ensure the full alignment of the CLECSAP results logic to the ToC, and link the expected impact of the programme to the specific problem addressed through a clear solution pathway, a few adjustments have to be made to the ToC.		
<b>Management Response</b>	(X) Agree ( ) Partially agree ( ) Disagree		
<b>Management comments</b>	All steps under this recommendation will be implemented as suggested. However, the management believes that the recommendation which states that 'assumptions should be revised to include all conditions out of UNICEF control, which are necessary to allow for the achievement of planned results', is already addressed through the current list of assumptions and the references provided in the ToC.		
<b>Resources</b>	The steps for this recommendation will be implemented by UNICEF ROSA staff and therefore there are no cost implications.		
<b>Planned Action Steps (steps should be SMART and create a logical pathway to address the recommendation)</b>			
<b>Description of the step</b>	<b>Responsible Person (Name, Org)</b>	<b>Expected completion date</b>	<b>Status</b>
1. The problem statement will be revised to reflect the specific problem addressed by programme, ultimately related to the goal of reducing child labour.	Eshani Ruwanpura (UNICEF ROSA)	15 February 2021	(X) Not started ( ) Underway ( ) Completed ( ) Cancelled
2. The causal chain will be revised to directly link the problem statement to the bottlenecks included in the ToC. This will then replace the drivers and causes currently included.	Eshani Ruwanpura (UNICEF ROSA)	15 February 2021	(X) Not started ( ) Underway ( ) Completed ( ) Cancelled
3. The statements included in the ToC as strategies will be revised as outputs and the programme outputs will be written in verbatim, thus	Eshani Ruwanpura (UNICEF ROSA)	31 December 2020	( ) Not started (X) Underway ( ) Completed ( ) Cancelled

ensuring the full correspondence of the logframe to the ToC.			
4. The strategies promoted throughout the programme will be included in the TOC, below the outputs. The inclusion of strategies which focus on gender equality and inter-sectoral cooperation will also be considered for inclusion.	Eshani Ruwanpura (UNICEF ROSA)	15 February 2021	(X) Not started ( ) Underway ( ) Completed ( ) Cancelled
5. The outcomes in the ToC will be revised to correspond to the ones included in the programme logframe, in verbatim.	Eshani Ruwanpura (UNICEF ROSA)	31 December 2020	( ) Not started (X) Underway ( ) Completed ( ) Cancelled
6. The impact statement in the ToC will be revised to directly link it to the problem addressed and fine-tuned so that it is made more evaluable.	Eshani Ruwanpura (UNICEF ROSA)	15 February 2021	(X) Not started ( ) Underway ( ) Completed ( ) Cancelled
<b>Evidence</b>	The revised ToC, addressing all the steps detailed above, will be finalized in collaboration with the Country Offices and shared with the Evaluation Team for their approval. The approved ToC will be then shared with the Development Partner as evidence for implementing the above recommendation.		

<b>Recommendation 2</b>	<p>The logframe document doesn't include the complete information required to monitor and evaluate the CLECSAP results; while the <i>Indicator Definition and Monitoring Guide</i> includes, together with detailed indicators' definitions, the methods of computation, the source/MoVs of indicators, the levels of disaggregation, and additional information. It is recommended therefore to consider this document as the logframe, or to merge the monitoring guide and logframe into a comprehensive results-monitoring framework. Results and indicators would require a few amendments to enhance their evaluability.</p>
<b>Management Response</b>	<p>( ) Agree  (X) Partially agree  ( ) Disagree</p>
<b>Management comments</b>	<p>The overall recommendation, to consider the <i>Indicator Definition and Monitoring Guide</i> as the logframe and the merge that and the current logframe as comprehensive results-monitoring framework will be implemented. However, it will not be possible to revise some of the results and indicators as detailed in the EA report since structural constraints make it a challenge to obtain disaggregated data at the country level. This then makes it difficult to include new indicators as suggested by the consultant. These challenges were explained to the consultant during the validation meeting and subsequently via written communication as well for her consideration. Specifically, the following recommendations will be implemented only partially:</p> <p>The inclusion of all suggested additional targets, as detailed in sub-recommendation 2, is not feasible given country level contextual realities. A detailed explanation is provided in the matrix below.</p> <p>Sub-recommendation 3 under this overall recommendation has not been included in the response below because it was more of the statement than a recommendation.</p> <p>On sub-recommendation 4, UNICEF will include official and verifiable reports, as available from the two countries, noting that the current MoVs have been clearly specified.</p> <p>On sub-recommendation 5, UNICEF will further disaggregate some of the indicators but only those where meaningful data can be collected from verifiable sources. Details are provided in the matrix below.</p> <p>On sub-recommendation 6, UNICEF will ensure the application of</p>

	a stronger gender lens in all programme interventions and identify entry points for including these in the revised <i>Indicator Definition and Monitoring Guide</i> .		
<b>Resources</b>	The implementation of the different steps of this overall recommendation will be the responsibility of UNICEF staff at the Regional and Country Offices. In terms of obtaining additional data (for the new indicators), the two COs will allocate funds from the M&E component of CLECSAP to ensure the completion of these recommendations.		
<b>Planned Action Steps (steps should be SMART and create a logical pathway to address the recommendation)</b>			
<b>Description of the step</b>	<b>Responsible Person (Name, Org)</b>	<b>Expected completion date</b>	<b>Status</b>
1. Add geographical targeting to outcome and impact statements, making them more specific and measurable.	Eshani Ruwanpura (UNICEF ROSA)	31 December 2020	( ) Not started (X) Underway ( ) Completed ( ) Cancelled
2. Include the following additional targets - (i) add the following to output indicator 1.1: the documentation of the model of intervention that determines the high ratio of social service workers per child population in Pakistan, representing a highly valuable good practice to be shared at national and international level.	Evidence will be generated and disseminated on child labour and child labourers affected by disabilities, including children on the move. However, this additional target will not be included because it is not directly relevant to the output and because the country programme in Pakistan is yet to support work on Social Service Work Force (SSWF) strengthening and the inclusion of child protection training for the SSWF. As such documenting of good practices cannot be implemented. This feedback was given to the consultant during the evaluability assessment process.		( ) Not started ( ) Underway ( ) Completed (X) Cancelled
(ii) output indicator 1.2 should increase the	Eshani Ruwanpura (UNICEF ROSA)	Ongoing (until August	(X) Not started ( ) Underway ( ) Completed ( ) Cancelled

<p>focus on KM initiatives aimed at further promoting the circulation of evidence and knowledge produced by the CLECSAP</p> <p>(iii) output indicator 3.1a should include a target also for India, considering the awareness raising campaign already ongoing on social media and through community mobilization initiatives</p>	<p>Eshani Ruwanpura (UNICEF ROSA) and Vandhana Kandhari (UNICEF India)</p>	<p>2023)</p> <p>15 February 2021</p>	<p>(X) Not started ( ) Underway ( ) Completed ( ) Cancelled</p>
<p>3. Re-think the MoVs and define more specifically the sourcing and timing of data, adding where possible official and verifiable reports to UNICEF's ones.</p>	<p>Vandhana Kandhari, Padmanav Dutta (UNICEF India) and Farrah Ilyas (UNICEF Pakistan)</p>	<p>15 February 2021</p>	<p>(X) Not started ( ) Underway ( ) Completed ( ) Cancelled</p>
<p>4. In instances where it is possible it is suggested to refine or rethink the disaggregation of indicators. The following revisions are suggested:</p> <p>(i) outcome indicator 2.1 can include a disaggregation by disability (although not specifically related to the programme objectives)</p> <p>(ii) output indicator 2.2</p>	<p>Outcome indicator 2.1: As mentioned in the EA, this disaggregation is not specifically related to programme objectives. Moreover, the collection of data disaggregated by disability is not an option for either country through the current MIS.</p> <p>Eshani Ruwanpura (UNICEF</p>	<p>15 February</p>	<p>( ) Not started ( ) Underway ( ) Completed (X) Cancelled</p>

<p>can be integrated with an additional indicator measuring the functionality of case management mechanisms through the number of children reached (and documented through the IMS) – this would allow a meaningful disaggregation by gender, disability status, and type of vulnerability; the disaggregation methodology of indicator</p> <p>(iii) Revise indicator 3.1a to provide for an acceptable and realistic estimation of the number of people with disabilities involved</p>	<p>ROSA), Vandhana Kandhari (UNICEF India) and Farrah Ilyas (UNICEF Pakistan)</p> <p>An additional indicator can be added for both India and Pakistan. For Pakistan, since there is a functional system in Quetta, it is possible to obtain disaggregated data. However, the data will not be from the IMS, because the establishment of an IMS will not be finalized until later in the project period. It is important to note that the level of disaggregation will only cover gender.</p> <p>For India, it will be possible to include the number of children reached in the districts where the CLECSAP is operational. However, only a gender disaggregation will be possible.</p> <p>The revision of this indicator to include a realistic estimation of the number of people with disabilities reached will only be possible if an acceptable methodology for computing this number can be agreed upon. While the PCO will work towards revising this indicator, it might not be feasible to implement it through this project. This feedback was given to the consultant during the evaluability assessment process.</p>	2021	
5. It is recommended to	Eshani Ruwanpura (UNICEF	15 February	() Not started

ensure the integration of a gender dimension into the research methodology of the scoping study of child labour and CWD and reflect on identifying gender components in the programme design.	ROSA)	2021	(X) Underway ( ) Completed ( ) Cancelled
<b>Evidence</b>	The logframe document and the <i>Indicator Definition and Monitoring Guide</i> will be revised as per the recommendations detailed above and shared as evidence. In addition, the next annual report, to Foreign Commonwealth and Development Office (FCDO), will include data on the additional indicators and targets that were included in the revised logframe and <i>Indicator Definition and Monitoring Guide</i> . A copy of the advocacy brief from the scoping study on child labour and children affected by disabilities will also be shared with FCDO, upon its finalization.		

<b>Recommendation 3</b>	The evaluability of programme implementation and governance can be strengthened by focussing more on a noteworthy feature of CLECSAP, which is the convergence of various public policies, programmes and services to enhance an integrated, systemic response to child labour.		
<b>Management Response</b>	(X) Agree ( ) Partially agree ( ) Disagree		
<b>Management comments</b>	All steps under this recommendation will be implemented as suggested. However, the management wishes to note that some of specific recommendations/steps will require additional funds and this could result in a few challenges, especially since a component of CLECSAP funds were reprogrammed to support the CoVID-19 response, by the two Country Offices.		
<b>Resources</b>	The specific recommendations which do not have any cost implications will be conducted by existing staff. However, other recommendations such as reflection meetings, knowledge exchange opportunities and consultations with direct and indirect beneficiaries, which was not planned in the original proposal will require additional human and financial resources.		
<b>Planned Action Steps (steps should be SMART and create a logical pathway to address the recommendation)</b>			
<b>Description of the step</b>	<b>Responsible Person (Name, Org)</b>	<b>Expected completion date</b>	<b>Status</b>
1. It is suggested to expand the KM component of the programme, as detailed in Outcome 1, by shifting the focus from technical assistance to having more structured KM. This can be done through knowledge exchange opportunities, documentation of good practices, conducting reflection meetings and fostering inter-sectoral cooperation with UNICEF.	Eshani Ruwanpura (UNICEF ROSA)	Ongoing until June 2023	( ) Not started (X) Underway ( ) Completed ( ) Cancelled
2. It is strongly recommended to develop one risk assessment and control	Eshani Ruwanpura (UNICEF ROSA) Vandhana Kandhari	1 June 2021	(X) Not started ( ) Underway ( ) Completed ( ) Cancelled

<p>matrix for each implementing unit; the identified risks will have to be rated in terms of likelihood and impact, and the unit decision on how to respond to those will have to be documented.</p>	<p>(UNICEF India)  Farrah Ilyas (UNICEF Pakistan)</p>		
<p>3. It is recommended to maintain a constant focus on the M&amp;E and KM aspects of the programme, especially in relation to the collection of administrative data from Government counterparts, which will have to be specifically sourced and with defined timeframes.</p>	<p>Eshani Ruwanpura (UNICEF ROSA)  Vandhana Kandhari and Padmanav Dutta (UNICEF India)  Farrah Ilyas (UNICEF Pakistan)  This recommendation will be implemented by both COs but with the understanding that obtaining administrative data from Government counterparts is not always possible.</p>	<p>Ongoing until June 2023</p>	<p><input type="checkbox"/> Not started <input checked="" type="checkbox"/> Underway <input type="checkbox"/> Completed <input type="checkbox"/> Cancelled</p>
<p>4. It is recommended to conduct consultations with children throughout the programme implementation and to organize them as part of the structured reflection meetings to review project progress and discuss innovative practices.</p>	<p>Eshani Ruwanpura (UNICEF ROSA)  Vadhana Kandhari (UNICEF India)  Farrah Ilyas (UNICEF Pakistan)  These consultations will be conducted during the implementation of interventions by both Country</p>	<p>Ongoing until June 2023</p>	<p><input type="checkbox"/> Not started <input checked="" type="checkbox"/> Underway <input type="checkbox"/> Completed <input type="checkbox"/> Cancelled</p>

	Offices. However, since this is a process indicator, it will not be included in the logframe.		
<b>Evidence</b>	The logframe document and the <i>Indicator Definition and Monitoring Guide</i> will be revised as per the recommendations detailed above and shared as evidence. In addition, a risk assessment and control matrix for each implementing unit will be developed and shared with the FCDO. Finally, the next annual report, to FCDO, will include content on the additional indicators and targets that were included in the revised logframe and <i>Indicator Definition and Monitoring Guide</i> along with copies of the KM products.		

<b>Recommendation 4</b>	Overall, the CLECSAP seems to have adequate funds to implement planned interventions. However, should part of the funds be diverted upon the donor's request for the CoVid19 emergency response, the implications for the implementation of the CLECSAP will have to be considered.
<b>Management Response</b>	( ) Agree (X) Partially agree ( ) Disagree
<b>Management comments</b>	The management is in principle in agreement with this recommendation. However, the implementation of a few recommendations noted above will have cost implications and this will need to be taken into account in increasing the evaluability of the CLECSAP.
<b>Resources</b>	The specific recommendations which do not have any cost implications will be conducted by existing staff.

**Planned Action Steps (steps should be SMART and create a logical pathway to address the recommendation)**

Description of the step	Responsible Person (Name, Org)	Expected completion date	Status
1. Additional actions recommended as part of the KM work to be sustained with little UNICEF funds.	Eshani Ruwanpura (UNICEF ROSA)	June 2021	(X) Not started ( ) Underway ( ) Completed ( ) Cancelled
<b>Evidence</b>			

<b>Recommendation 5</b>	Recommendation to organise an evaluation task-force, under the leadership of the RO Evaluation section, and involving evaluation focal points in the two COs, to initiate the design of the CLECSAP evaluation, during the initial stage of the programme implementation (i.e. by the end of 2020).
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<b>Management Response</b>	(X) Agree ( ) Partially agree ( ) Disagree		
<b>Management comments</b>			
<b>Resources</b>	The evaluation is already budgeted under the programme document.		
<b>Planned Action Steps (<i>steps should be SMART and create a logical pathway to address the recommendation</i>)</b>			
<b>Description of the step</b>	<b>Responsible Person (Name, Org)</b>	<b>Expected completion date</b>	<b>Status</b>
1. The ROSA Evaluation will organise the required sessions to convene the CO evaluation specialists for the initial evaluation design.	Rose Thompson Coon, UNICEF ROSA	April 2021	(X) Not started ( ) Underway ( ) Completed ( ) Cancelled
<b>Evidence</b>	Concept note for the evaluation design is developed		