



UNICEF Nepal Country Programme Review

Volume II – Annexes of the Main Report

7 July 2022

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Annex 1.1 - Terms of Reference for the Country Programme Review

Country Programme Review of the UNICEF Nepal Country Programme

2018-2022

RATIONALE

The revised UNICEF Evaluation Policy issued by in 2018 requires Country Programmes (CP) to undergo a Country Programme Evaluation (CPE) at least once every two programme cycles or once in a programme cycle if monitoring, or audit information points to a significant shift in the programming context or a significant increase in the level of risks. The guidelines also mandate a country programme evaluation if conditions and/ or the context has changed. While the Nepal Country Office conducted a country programme evaluation in the last cycle, the country has faced a number of changes in its context, warranting a country programme review, that will be conducted independently by the UNICEF ROSA Evaluation function in lieu of an evaluation. While the review will provide an independent voice, it will be characterized by a light touch approach that will seek views from a limited and carefully selected list of stakeholders and partners.

THE NEPAL COUNTRY PROGRAMME

The UNICEF CPD sought to achieve the following:

- a. Improve and ensure the uninterrupted delivery of essential services during the transition to the federal system of government;
- b. Foster multisectoral programming on such issues as early childhood development (ECD), adolescents, and disability;
- c. Enhance the national capacity for humanitarian action and an effective humanitarian-development transition, including disaster preparedness and resilience and sustainable recovery and reconstruction in the aftermath of the 2015 earthquakes;
- d. Strengthen gender-responsive programming in all areas;
- e. Promote positive behaviours, demand for services and the strengthening of social norms that contribute to the realization of child rights by means of innovations, behavioural-change communication and the improvement of relevant programmes, policies and systems;
- f. Share lessons learned and best practices through South-South cooperation.

A description of the country programme is included below. The programme focuses on the following

Health

Outcome: Children and adolescents, including women of reproductive age, adopt healthy behaviour and have improved and equitable access to and use of high-impact quality health interventions.

The health component aimed to ensure that children, including newborns and adolescents, and women of reproductive age have improved and equitable access to and use of high-impact quality health interventions and improved healthy behaviour. It was guided by the Nepal Health Sector Strategy (2015-2020), which is being implemented through a sector-wide approach led by the Ministry of Health.

Neonatal and maternal mortality were to be addressed through advocacy for approval of the Reproductive Health Bill and support for establishment of intensive care units for newborns and relevant referral systems. Early detection of disabilities among newborns would be promoted in collaboration with other sectors. Harmful practices will be addressed through the promotion of positive care seeking behaviours.

The CPD also sought to address childhood illnesses through engagement in policy advocacy for child health and support to sustain high levels of coverage, further improvement of the immunization programme and scaling-up the Integrated Management of Neonatal and Childhood Illness programme.

Adolescent health issues, including teenage pregnancy and menstrual hygiene management would be addressed through the implementation of the National Adolescent Health and Development Strategy.

Nutrition

Outcome: Children and adolescent girls, including women of reproductive age, have improved and equitable access to and the use of an adequately nutritious diet and improved nutritional care behaviour and practices.

This nutrition component aimed to ensure that children, including adolescent girls and women of reproductive age, have improved and equitable access to and the use of an adequate nutritious diet and improved nutritional care behaviour and practices. The MultiSector Nutrition Plan (MSNP) involving several ministries and led by the National Planning Commission (NPC), would guide the implementation of the nutrition component.

Adolescent, maternal, infant and young-child nutrition and care would be supported through implementation of the “Golden 1,000 Days” campaign, the Baby-Friendly Hospital Initiative and the Maternal, Infant and Young Child Feeding Action Plan, focusing on low performing areas and expansion of the child grant programme

Efforts to scale up the existing integrated management of severe acute malnutrition (SAM) interventions would be supported. Moreover, the document planned that micronutrient deficiencies would be addressed through the national micronutrient control strategy focusing on anaemia and vitamin A and iodine deficiency.

Education

Outcome: Improved access to education for children, especially the most disadvantaged and learning outcomes in pre-primary and basic education within inclusive, safe and protective environments.

The education component was aimed at ensuring all children, especially the most disadvantaged, benefit from improved access, participation and learning outcomes in pre-primary and basic education within inclusive, safe and protective environments. It was meant to be guided by the new School Sector Development Plan (2016-2022) and its Equity Strategy, implemented in a sector wide approach mode led by the Ministry of Education.

Child protection

Outcome: Children and adolescents have access to improved protection from all forms of violence, abuse and exploitation.

The child protection component is aimed at ensuring that children, including adolescents, have improved protection from all forms of violence, abuse and exploitation. The component was to be guided by the National Strategy to End Child Marriage in Nepal (2016), the National Policy Relating to Children (2012), the National Master Plan on Child Labour (forthcoming) and legislation pertaining to child trafficking and labour. Among other things, the CPD would support the strengthening of the child protection system within the new federal structure by scaling up comprehensive case management procedures and advocating for the recruitment of a professional child-protection workforce.

Water, sanitation and hygiene

Outcome: *Improved equitable access to and use of safe and sustainable drinking water and sanitation services and improved hygiene practices.*

This WASH component is aimed at ensuring that children and their families have improved and equitable access to and use of safe and sustainable drinking water and sanitation services and improved hygiene practices. It was to be guided by the recent WASH Sector Development Plan (2016-2030), to be implemented by the Ministry of Water Supply and Sanitation. Support was to be provided to improve water quality through the strengthening of the water regulatory body, implementing water safety plans, analyzing fiscal space and raising community awareness on household-level water treatments. A strategy to ensure the access of unreached populations to safe water would be developed and implemented by strengthening the functionality, coverage, sustainability and resilience of water supply systems. In addition, the CPD also planned to enhance access to safe water in education and health care facilities through intersectoral collaboration.

Social policy and economic analysis

The social policy and economic analysis component are aimed at ensuring that children benefit from strengthened policies and programmes that address child poverty, vulnerability and exclusion. The Fourteenth Three-Year National Plan, with its focus on socioeconomic transformation, rapid poverty reduction and equitable distribution, and the draft national Framework on Social Protection under the leadership of the Ministry of Finance and the NPC will guide the component

CHANGING CONTEXT

During the current CPD cycle, Nepal introduced a federal system of governance from a unitary centralized system of governance shifted from a unitary centralized system of governance to a federal system of governance, based on a new constitution. This governance reform aims to provide significant budget autonomy, responsibility for delivering most public services, and a key role in development planning for to provincial and local governments, adding another tier of government. The goal is to bring government closer to children and their families in the federalization context. However, decentralization also adds another level of complexity and a layer through which development partners have to operate.

The system has new decision-makers – newly elected representatives or civil servants assigned to new federal structures. Moreover, the decentralized system in some cases by passes the provincial level, a level through which the UNICEF country office and many other development partners had worked before the decentralization process. While UNICEF anticipated and to some extent planned for this change in system, operationalization of the federalism system at the government level has been slow and challenging. It also has not helped that this operationalization has occurred at the same time as the COVID- 19 pandemic. In addition to the shift to Federalism, the changes in governance have been accompanied by substantial staff turnover. The fragile governance situation has been characterized by changes in government leadership, creating delays in the definition of roles at the different levels of governance under the decentralized system.

COVID-19 also introduced another area of change in the UNICEF's operating context. Nepal like other countries in South Asia and globally has been impacted by COVID- 19. The country experienced a number of COVID-19 waves, with the second wave being the worst. These COVID-19 waves and the accompanying lock downs have had an impact on all aspects of the country's way of life. All 35,000 schools across the country remained closed for more than six months of the academic year. The COVID- 19 effects also were experienced in health as immunization rates slowed; the economy with results seen on job loss and employment; nutrition service uptake and other social sectors on which UNICEF focuses.

PURPOSE AND OBJECTIVES

Review purpose

The purpose of the CPR is threefold:

1. Inform programme design and support managerial decision-taking at country office level in preparation of the next the country programme. Recommendations are to be provided which must be specific enough that necessary actions can be determined in response.
2. Foster organizational and Nepal CO learning about what works and does not work, especially within a changing context such as the one experienced by the Nepal Country Office.
3. UNICEF has an accountability to design and implement programmes at a standard of excellence. The review will support accountability by providing an independent assessment of how selected results were achieved (or not) and the factors that contributed to the achievement or lack of.

The overall objectives of the Review are to

- ❖ Provide an independent assessment of the extent to which the country programme is relevant to the needs of children within the local context? (relevance)
- ❖ Provide an independent assessment of the extent to which anticipated results have been achieved or will be likely to be achieved and explanatory factors for their achievement or lack thereof (effectiveness).
- ❖ Provide an independent assessment of the extent to which the country office has contributed to results being achieved for children in Nepal.
- ❖ Provide an independent assessment of how the country has adapted its programming within the changing context including the COVID pandemic and implementation of the decentralization/federalization process.
- ❖ Summarize lessons learned and provide guidance on how the country office could strategically position UNICEF given the changing context and existing challenges

Intended utilisation of the Country Programme Review

Parallel to the Country Programme Review, the Country Office (CO) is preparing for the next Country Programme cycle, with several related exercises either completed or on-going. The intended results of the review will be available for the development and fine-tuning of the objectives, components and strategies for the new Country Programme, which will cover the period 2023-2027.

The country programme review will focus on four main domains/aspects:

1. Effectiveness of the country programme;
2. Relevance of interventions to the needs of children;
3. Adjustment of programming within a changing context characterized by COVID- 19 and changes in governance including the decentralization process;
4. Strategic positioning of UNICEF within the country

REVIEW ISSUES AND QUESTIONS

Below are the questions to be explored in each domain

Dimensions of Effectiveness

- a) To what extent has UNICEF NCO contributed to the achievement of results for children in Nepal? What other contribution can the office make towards achieving results for children in

country? Are there areas within UNICEF's comparative advantage to which the country office could have contributed?

- b) To what extent were programme outputs and results delivered – likely to be delivered-- and did they contribute to progress toward the stated programme outcomes, especially in the evolving federalization/decentralization context.
- c) What are the major factors influencing the achievement (or not) of the Nepal Country Programme results? (e.g., external factors - political, social economic etc, internal factors – quantity, quality, timeliness of delivery etc.). What bottlenecks have been faced in implementing and achieving results? What influence did these factors have on achievement (or not) of Country Programme outcomes? Were there factors outside of UNICEF's control which had an impact of the implementation of the Country Programme?

Dimensions of relevance

- a) Are the implemented theories of change adequate to address the needs and achieve the intended goals?
- b) To what extent has UNICEF ensured that the needs of children, adolescents and young people, especially the most marginalized, have been taken into account in the planning and implementation of programmes?
- c) What critical interventions or result areas have been missing or received little attention in the country programming in light of national priorities, UNICEF's mandate and the needs of children in Nepal?

Adjustment of programming within a changing context

- a) To what extent has the Country Office been able to adapt strategies to the changing context caused by COVID- 19 and in what ways did the office support the Nepal government during the pandemic?
- b) To what extent – and how--has the country office been able to adapt to the federalism/decentralization process and the changes in government players and systems? What have been the implications of the changes in context on the country office's structure, way of work/ plans, allocation of resources and overall positioning?

Strategic Positioning

- a) How has UNICEF's strategic engagement(s) helped and/or is helping to leverage policies and resources for children.
- b) How much is UNICEF a player in convening and bringing partners together? What additional role could UNICEF play in convening and bringing partners together?
- c) In what ways can the office strategically position UNICEF within a changing context given government priorities and plans?

METHODOLOGY

The section below describes the proposed methods to be used in implementing the CPR. The methodology described below is not intended to be conclusive.

- 1. Desk Reviews from existing evaluations, studies, reports and documents:** The desk review should review the evaluations – including the UNSDF related ones, studies and research conducted during the programme cycle. In addition, the desk review will review Programme strategy notes, government reports and documents as well as the situational analysis and MICS reports. In particular, the desk review will play an important role in answering questions related to results achieved by the CO as well as the CO contribution to country and UNSDF priorities.
- 2. Abstraction, review and analysis of UNICEF administrative and reporting data (RAM, SMQs, other scorecard/Dashboard data from insight covering 2018, 2019, 2020 and 2021):** UNICEF can provide data from its administrative information systems that are used for

planning, monitoring, reporting and performance management for use in this CPE. These will be used to assess results in specified areas can be used to map and analyze achievement.

3. **Key Informant Interviews (KIIs):** A selected number of key informant interviews will be conducted to answer relevant questions around relevance. Prioritization of who to interview will be conducted in collaboration with ROSA and the CO. Key informant interviews will include those with UNICEF CO and ROSA staff, government, non-government and other implementing partners. To prioritize who to interview, a mapping of partners will be developed from which key stakeholders will be selected for the interviews. To ensure a light process, the CPR will seek to limit KIs to not more than **30- 35**.
4. **Brief Perception Survey via Survey Monkey/equivalent:** In addition to the above, data will be collected from national stakeholders (government partners and implementing partners) using a survey.

SCOPE

- i. Theory of Change for the Country Program. While the Theory of Change for the Country Programme (implicit or not), will be necessary, the CP will focus on the theory of change for the areas that will be explored for a deeper dive under relevance and strategic positioning. Changes in the TOC across the cycle, including the extent to which these changes were implemented and the extent to which the implemented TOC is relevant to meet the needs of children will be explored.
- ii. Results levels: The CPR is not meant to be an assessment of the full results framework. While the above questions will explore the CPD in general, there will be a deeper dive on a number of thematic areas. A deeper dive on results, will be placed on the areas below. These areas have been selected either because they consume a big proportion of budget and/or they provided leverage points within the period of review.
 - a. WASH
 - b. Education
 - c. Nutrition
 - d. DRR/ Emergency
 - e. Social Policy/Social Protection
 - f. Local governance

Relevance The following two thematic areas will be explored in deep dives for relevance:

- a) Nutrition
 - b) Local governance
- iii. Sectors plus: Programming sectors are an important but not exclusive analytic frame. Depending on the topic the frame may be programmes and sectors, or the linkages within the overall country programme. The sectors and areas of focus noted above will be at the core of this CPR.
 - iv. Geographic and chronological scope: The principal focus will be on the present country programme from 2018 to the on-going final year of the cycle. Information pre-dating this period should be considered insofar as it illuminates issues in the current programme. The scope of the evaluation will be national but is also expected to have a strong focus on how the programming is in the poorest and remotest areas.
 - v. Participants: Because a critical purpose of the evaluation is to inform UNICEF's next country programme, UNICEF stakeholders at country and regional level will be primarily involved in the design and governance of the evaluation. However, given that the evaluation has a focus on the positioning of UNICEF and its Country Programme, the consultation of external stakeholders is critical to addressing the evaluation questions.

DELIVERABLES

Inception Period Products

A brief inception report that presents the complete methodology approach to conducting the work, with all tools fully drafted. All design issues under discussion to that point to be answered, any revisions to the issues and questions, and issues of reference group role and supervisory quality assurance. Given the tight time frame, this process will begin with the development of a power point summarizing the methodology. Based on this power point, a brief inception report will be developed. Finalization of the inception report will be concurrent to the initial stages of data collection based on the agreed upon methodology as reflected in the inception power point.

End of Assignment Final Products

- i) Power point Presentation Reflecting Preliminary Results: A comprehensive power point that reflects preliminary results will be developed and presented to the evaluation reference group, NCO and ROSA. The format of this power point will be finalized and agreed upon during the inception process
- ii) Draft Report with key findings, conclusions, recommendations and lessons. This report to include chapters based on the question clusters presented in this TOR.
- iii) Final Report: Upon receipt of comments from ROSA, and NCO, and the evaluation reference group, the team of consultants will finalize the report, incorporating feedback from the above stakeholders
- iv) PowerPoint: A visually compelling presentation to provide an evaluation brief for government of Nepal and other stakeholders
- v) Data archive: Data gathered in the exercise is transferred in an organized archive that will permit follow-on users to replicate or extend the analysis. Suitable care to be taken in assuring the anonymity of respondents.

Important notes:

- i. Monitoring deliverables about work progress are not listed but will be periodically required.
- ii. Page limits, if any, to be established during the inception period. In general, there will not be artificial limits, but the report should aim for conciseness, readability, and visual appeal.
- iii. The format of the final deliverables will be decided in the inception period. A high value will be placed on products that communicate well with different audiences. Thus, infographics, PowerPoints, and other products may be fully integrated into the reports or may be proposed as complementary end products.

Nepal Country Programme Review

Evaluation Design Matrix

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Indicators of success	Information required and source(s)
RELEVANCE			
<p>Are the implemented theories of change in the selected thematic areas adequate to address the needs of children in Nepal and achieve the intended goals?</p>	<ul style="list-style-type: none"> Do the changes sought by the Country Programme align with the national/provincial/municipality development agenda? Are the changes to children and women expected in the Theories of Change realistic and achievable? In the current programme cycle, has there been any significant changes to the Government strategies and priorities which are not covered by UNICEF programmes? 	<ul style="list-style-type: none"> Programme synergy with Government's national/provincial/municipal priorities; and with needs documented in the SitAn (2016). Key constituencies and the four implementing Provinces are represented in the programme focus; Adaptation of UNICEF focus with changing situations in the country/Government 	<p>Secondary Information Sources</p> <ul style="list-style-type: none"> Situation Analysis, 2016 (and update of 2022) Country Programme Document and CPAP; Results Framework for the current cycle; Programme Strategy Notes; <p>Key Informant Interviews (Prov.)</p> <ul style="list-style-type: none"> Ministry of Education, Science and Technology Ministry of Federal Affairs and General Administration; Ministry of Women, Children and Senior Citizens; Ministry of Health & Population; Ministry of Physical Infrastructure and Transport; Ministry of Water Supply National Disaster Management Authority; NRIMIN Municipal Association of Nepal Central Disaster Relief Committee Ministry of Home Affairs; National Natural Resource and Finance Commission
<p>To what extent has UNICEF ensured that the needs of children, adolescents and young people, especially the most marginalized, have been taken into account in the planning and implementation of programmes?</p>	<ul style="list-style-type: none"> How did UNICEF engage with stakeholders to ensure that the programme supports the needs of the children, adolescents and young people – especially the most marginalized? (with supporting evidence) What is the process followed to ensure that the national/provincial/municipality needs are reflected in the UNICEF programme? (process of consultation to seek the views and aspiration of the stakeholders, synergy with Government Policy etc.) How well are the current programmatic actions reflecting the needs identified in SitAn of 2016? What are the influences of donors, via funding, on maintaining the programme focus of UNICEF? Has UNICEF changed its priorities based on funding available, or was UNICEF compelled not to undertake priority actions due to unavailability of donor funds? What more could be done to enhance UNICEF programme consistency with national strategies and plans? 		

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Indicators of success	Information required and source(s)
<p>What critical interventions or result areas have been missing or received little attention in the country programming in light of national priorities, UNICEF's mandate and the needs of children in Nepal?</p>	<ul style="list-style-type: none"> • What critical interventions or result areas are missing in the programming? (e.g., air pollution, migration-related issues, disability etc.) • Is the national and provincial coverage appropriate or are their other geographic areas needing more attention? 		<ul style="list-style-type: none"> • Provincial Policy and Planning Commissions; • Office of the Chief Minister and Council of Ministers; • National Planning Commission • Office of the Municipal Executives; • National Institute of Education; • UN Agencies • CSO partners • UNICEF staff <p>Perception Survey</p>
EFFECTIVENESS			
<p>To what extent has UNICEF NCO contributed to the achievement of results for children in Nepal?</p>	<ul style="list-style-type: none"> • To what extent has programme managed to reach the target population and what evidence has been collected on the same? • What are the key successes in the programme areas? Have they been evaluated? What are the main challenges in implementation? Any mitigatory actions taken? • What are the improvements to the institutions and people targeted by the interventions? • Have the most vulnerable, disadvantaged, and marginalised population benefitted? • Are there areas within UNICEF's comparative advantage to which the country office could have contributed? 	<ul style="list-style-type: none"> • Achievement of the results to benefit the target audience; • The results are to the expected quality and are delivered in a timely manner. • The planning, monitoring and reporting are to the expected quality and standards. • Output and outcome indicators 	<p>Secondary Information Sources</p> <ul style="list-style-type: none"> • UNICEF Annual Reports and Programme achievement reports • Performance Reports of the relevant Government agencies; • Lessons learnt • International Development Cooperation Policy, Nepal <p>Key Informant Interviews (with those who are directly involved in implementation)</p> <ul style="list-style-type: none"> • Central level Ministries where funds are directly allocated; • Ministry of Social Development • Chief Administrative Officers of the Provinces • Office of the Municipal Executives; • Child Clubs • Implementing CSO partners • UNICEF staff
<p>To what extent were programme outputs and results delivered – likely to be delivered-- and did they contribute to progress toward the stated programme outcomes, especially in the evolving federalization/decentralization context</p>	<ul style="list-style-type: none"> • To what extent were key results in the CP achieved, and did they contribute to Outcome level changes? • How has the federalization process helped (or affected) programme delivery? Are there any lessons for future? (see below also) • Assess the quality, quantity and timeliness of delivery; • Is there an M&E Plan? Was it followed across all Sections/Thematic areas? What are the successes and failures? Any reasons for failures? • How strong are the partnerships with the implementing Government and CSO agencies? How did these partnerships work during COVID-19 pandemic? What is 		<p>Perception Survey</p>

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Indicators of success	Information required and source(s)
	<p>the level of ownership of interventions by the three tiers of the Government?</p> <ul style="list-style-type: none"> • How did the UNICEF Nepal programme respond to external changes and shocks, in particular COVID-19 pandemic? 		
<p>What are the major factors influencing the achievement (or not) of the Nepal Country Programme results?</p>	<ul style="list-style-type: none"> • What are the external factors (political, social, economic etc.) responsible for achievement (or not)? (with special emphasis on decentralization/federalization and COVID-19 pandemic) • What are the internal factors (timeliness of delivery, country office architecture, funding etc.) responsible for achievement (or not)? • Has the Country Office succeeded in securing the funds for the delivery of the programme? If not, how were the activities completed? • Have the provisions in the International Development Cooperation Policy impeded effective delivery? • What is the role of Provincial Offices in delivery? What are the good examples? • Are there any constraints in implementing and achieving results? (e.g., capacity within the Government agencies; capacity of Partners) and how did these affect programme delivery? • What are the factors outside of UNICEF CPO which had an impact of the implementation of the Country Programme? • How are the successes in the identified outputs continued by the partners? 		
ADJUSTMENT OF PROGRAMMING WITHIN A CHANGING CONTEXT			
<p>To what extent has the Country Office been able to adapt strategies to the changing context caused by COVID- 19 and in what ways did the office support the Nepal government during the pandemic?</p>	<ul style="list-style-type: none"> • What are the key areas of interventions most affected by COVID-19 pandemic? • What are the mitigatory actions adopted by UNICEF (as well as by the Partners)? • What are the adjustments done to the Country Programme? • What were the containment measures supported by UNICEF (supporting the GoN), and the funding secured by UNICEF NCO for COVID management? 	<ul style="list-style-type: none"> • National Plans with targets. • Updated Indicators in PSN Notes 	<p>Secondary Information Sources</p> <ul style="list-style-type: none"> • UNICEF Annual Reports • SitAn 2022 • Evaluation Reports <p>Key Informant Interviews</p> <ul style="list-style-type: none"> • Central level stakeholder Ministries; • Provincial Policy and Planning Commissions;

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Indicators of success	Information required and source(s)
	<ul style="list-style-type: none"> Has the pandemic reversed any gains of the current programme? What actions, if any, taken to mitigate these reversals? How have these changes affected resource allocation? 		<ul style="list-style-type: none"> Office of the Chief Minister & Council of Ministers; Implementing CSO Partners; Other partner UN Agencies Relevant UNICEF Staff
<p>To what extent – and how--has the country office been able to adapt to the federalism/decentralization process and the changes in government players and systems? What have been the implications of the changes in context on the country office’s structure, way of work/ plans, allocation of resources and overall positioning?</p>	<ul style="list-style-type: none"> Overall, what are the advantages and disadvantages of decentralization in programme delivery? Seek good examples. What are the measures in place in CO to deliver the results in light of federalization? Are there any specific geographic or thematic differences in delivery vis-à-vis decentralization? (e.g., due to different approaches by subject Ministries, perceptions of officials etc.). Any mitigatory actions? Is the current <i>modus operandi</i> of working with GoN (direct funding of Ministries and Conditional Grants) satisfactory? If not why? Any improvements to the working structure needed? Are the staff and field presence structure adequate? 		<p>Perception Survey</p>
STRATEGIC POSITIONING			
<p>How has UNICEF’s strategic engagement(s) helped and/or is helping to leverage policies and resources for children?</p>	<ul style="list-style-type: none"> How well is UNICEF placed in Nepal to influence policies for children? Has UNICEF leveraged resources for children? Seek examples? Have other agencies (e.g., UN Agencies, donors) seen UNICEF’s work leveraging resources to them? Is there complementary joint programming? 	<ul style="list-style-type: none"> UNICEF’s comparative advantage in the programme areas Resources sourced New partnerships Enhanced responsibilities for UNICEF Nepal 	<p>Secondary Information Sources</p> <ul style="list-style-type: none"> SitAn 2022 (update) Special Reports (e.g. COVID preparedness and Response) <p>Key Informant Interviews</p> <ul style="list-style-type: none"> Key Central level Ministries Key Provincial agencies UN Agencies/Donors
<p>How much is UNICEF a player in convening and bringing partners together? What additional role could UNICEF play in convening and bringing partners together?</p>	<ul style="list-style-type: none"> How has UNICEF fared in its convening role? What achievements have been made vis-à-vis convening and strengthening LAs in decision-making and improved delivery of services? Are there other players (e.g., UN Agencies, donors) who are better placed to strengthen LAs in service delivery and coordination? 		<p>Perception Survey</p>

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Indicators of success	Information required and source(s)
<p>In what ways can the office strategically position UNICEF within a changing context given government priorities and plans?</p>	<ul style="list-style-type: none"> • Are there any specific characteristics of UNICEF evident in positioning UNICEF within the Government (both nationally and provincially)? • What is the perception of the Partners and other stakeholders on how the positioning of UNICEF can be improved, if deemed necessary? • Has decentralization indicated any changed positioning of UNICEF in Nepal? 		

Annex 1.3 - Analysis of Duty Bearers and Rights Holders

Stakeholder	Rights/Responsibilities
Rights holders (beneficiaries)	
Children (Early Childhood, Middle Childhood, Adolescence)	Be aware that all children have the same right to develop their potentials. [Get involved in the children's participation and ensure voice of the children in the social, cultural, political spheres of life].
Parents and care givers	Parents and primary caregivers work as protectors of children's rights and guides/mentors of children. Also, develop their capacities to meet their obligations towards children.
Men and women (communities)	Be aware of the rights of the children and capacities to work towards operationalizing a rights-based approach. Be empowered as rights-holders to analyze and take action to solve the problems of children in their communities and claim and exercise citizen rights for protection of children Be aware that communities and local societies as full actors in their own development rather than as passive participants.
Duty Bearers -State Actors (National level)	
National Planning Commission	Ensure favourable social policies which influence the allocation of government resources in the national budgets for children and women. Support in introducing and adopting participatory planning process at local level. Provide guidelines on periodic plan, monitoring, and Medium Term Expenditure Framework.
Ministry of Foreign Affairs	Ensure that development partners support is in line with the foreign policy of the Government of Nepal
National Natural Resources and Fiscal Commission	Recommend the Government of Nepal conditional grant, equalization grant, special grant and revenue sharing to the provincial and local levels based on the geography, population, price index and expenditure capacity of respective provinces and local level
Ministry of Women, Children and Senior Citizen	Ensure that needs and children, women, adolescents are addressed by the federal, provincial and local governments and the child rights are duly considered in decision making process.
Ministry of Federal affairs and General Administration	Work as the focal ministry of the local level. Provide model Acts, regulations, guidelines, and manual to the local level in line with the Local Government Operation Act. Support in enhancing the capacity the capacity of local level
National Disaster Risk Reduction Management Authority	Ensure that Disaster Risk Reduction Plan is prepared annually by the respective districts and response plan
Ministry of Education, Science & Technology and its agencies (Department of Education, Centre for Education and Human Resource Development	Ensure that local level follows the provision of education as mentioned in the constitution as well as the education policy of the federal government to make education free and compulsory
Ministry of Water Supply and Sanitation	Improve the quality of drinking water and increase the coverage of households with access to safe drinking water.
Central Bureau of Statistics	Conduct surveys and prepare multi-dimensional poverty index
Ministry of Health and Population & its agencies	Ensure that health policy of the federal government is properly adopted by local level.
Sub-national agencies	
Province Health Directorate, Lumbini	Implement health related activities at province level in line with exclusive and concurrent rights as mentioned in the constitution
Policy and Planning Commission, Madhes province	Formulate policy, strategies and long term plan of the provincial governments
Ministry of Social Development, Sudurpaschim Province	Implement social development activities at province level in line with exclusive and concurrent rights as mentioned in the constitution

Stakeholder	Rights/Responsibilities
Social Development Division, Ministry of Law, Women, Children and Senior Citizen, Lumbini Province	Implement social development activities at province level in line with exclusive and concurrent rights in favour of women, children and senior citizen as mentioned in the constitution
Ministry of Tourism, Rural & Urban Development, Lumbini Province	Promote tourism development, at province level in line with exclusive and concurrent rights as mentioned in the constitution
Parsagadhi Municipality Parsa,	Services delivery in line with the Local Government Operation Act
Raskot Municipality, Kalikot	Services delivery in line with the Local Government Operation Act
Non-state actors	
Save the Children World Vision Plan International	<ul style="list-style-type: none"> • Mobilize and empower children and their families (who are poor) as key actors in their development and claim their rights; • Ensure right based and child-centred approach to development, in which outside support should be catalytic and supportive to people's own efforts; • Ensure advocacy for internalization of human rights values so that they form the inescapable basis of addressing structural causes discriminating children and women; • Educate right holders that situation of children cannot change for the better without rightsholders' ownership; • Advocate for favourable policy changes; • Use a combination of support and advocacy to urge the government departments/ministries to make basic rights are ensured and services accessible and affordable for all children

Annex 1.4 - Key documents

- 14th and 15th National Plan, National Planning Commission, Government of Nepal
- Unbundling/Detailing of List of Exclusive and Concurrent powers in federation, the state and local level, Federalism, Implementation and Administration Coordination Committee, 2018
- Local Government Operation Act 201, Ministry of Federal Affairs and General Administration
- COVID-19 Contingent Emergency Response Regional Study
- Situation Analysis, 2017
- Country Programme Document and CPAP (2018- 22) and MTR Addendum (2020);
- Results Framework for the current cycle;
- GIS based enhanced entitlement Tracking system- India (GEETS)
- RAM and Annual Reports (2018 up to 2021);
- Multi-year Work plans
- Programme Strategy Notes (original and revised);
- Performance Reports of the relevant Government agencies;
- Nepal MICS (2019)
- Project Evaluation Reports [*Coverage of Social Security Allowances in areas at risk of floods and droughts (2020); Early Impact Evaluation and Evaluability Assessment of Nepal's Child Grant Programme (2009-2019); Process-based and Formative Evaluation of the Education Equity Strategy in Nepal (2014-2021); Evaluation of the National Early Childhood Development Program (2018); Evaluation of the Child-centered Disaster Risk Reduction Programme in Nepal (2013-2018); Evaluation of UNICEF's work on cash transfer programming in emergencies (2021)*]
- Thematic sectoral publications/reports
- Placing the Child at The Heart of Local Development: A UNICEF Regional Strategy for and Achieving Scalable Results in South Asia (undated)
- Provincial and Local governance support Programme (PLGSP)
- Letter of Agreement (between UNICEF and Karnali Province)
- COVID-19 Situation Reports (UNICEF ROSA)
- COVID-19 Nepal; Preparedness and Response Plan
- CFLG Approach and Plan 2021-22
- ECD Strategy 2077-2088
- RCCE Documents (COVID-19)
- ROSA CFLD Framework
- Local Levels in Federation, Swatantra Nagarik Sanjal Nepal 2018.
- Economic Survey 2021, Ministry of Finance
- UNICEF Policy Guide on Children and Connectivity

Other specific documents are cited in the Report as footnotes.

Annex 1.5 – List of Key Informants¹

External

1. Acharya, Rishi (Mr), Under Secretary, Ministry of Federal Affairs and General Administration*
2. Baral, Kashi (Mr), Mayor, Raskot Municipality, Kalikot
3. Basnyat, Suresh (Mr), Director, Central Bureau of Statistics
4. Basyal, Sharada (Mr), Chief, Social Development Division, Ministry of Law, Women Children and Senior Citizen, Lumbini Province
5. Bhattarai, Thirthraj (Mr), Director General, Department of National ID and Civil Registration; Ministry of Home Affairs
6. Campbell, Heather (Ms), Save the Children, Nepal
7. Dawadi, Divya (Dr), Director, Centre for Education and Human Resource Development
8. Dhakal, Umesh (Mr), Executive Director, Nepal Red Cross Society
9. Dharel, Milan Raj (Mr), Executive Director, National Child Rights Council, Child Rights in Nepal, apex body of the GoN
10. Fernandez, Eloiza Astudillo (Ms), Deputy Head of Cooperation, European Union
11. Ghimire, Laxmi (Ms), Programme Director, National Planning Commission (Binod Kumar??)
12. Ginting, Janis (Mr), Country Director, World Vision
13. Giri, Binod Kumar (Mr), Director, Provincial Health Directorate, Lumbini Province
14. Gogotano, Allison (Mr), Emergency Lead, WHO
15. Gurung, Julie (Ms), Chief, Business Development, Plan International
16. Howard, Richard (Mr), UNRC a.i /ILO Country Director
17. Jha, Bhogendra (Dr), Vice-Chairperson, Policy and Planning Commission, Madhes Province
18. Jha, Usha (Dr), Former Member, National Planning Commission
19. Karki, Narendra Singh (Mr), Head, Health Division, Ministry of Social Development, Sudurpaschim Province
20. Keyvanshad, Sepideh (Ms), USAID, Mission Director
21. Khanal, Gopi (Mr), Joint Secretary/National Programme Director, PLGSP Ministry of Federal Affairs and General Administration*
22. Khatri, Tiresch (Mr), Joint Secretary, Ministry of Water Supply and Sanitation*
23. Labe, Ayshanie (Ms), Resident Representative, UNDP
24. Neupane, Mahesh Chandra (Mr), Secretary, Ministry of Tourism, Rural & Urban Development, Lumbini Province
25. Ojha, Rajit Ojha (Dr), Dept of Water Supply and Sewerage Management
26. Paudel, Balananda (Dr), Chairperson, National Natural Resources and Fiscal Commission*
27. Phuyal, Ram Prasad (Dr), Member, Social Protection Focal Point, National Planning Commission*
28. Poudel, Krishna (Dr), Chief, Policy and Planning Division, Ministry of Health and Population*
29. Regmi, Bhawaraj (Mr), Executive Director, NEEDS Kanchanpur
30. Shahi, Nabin (Mr), Coordinator, KIRDARC Nepal, Karnali Province
31. Thapa, Lila Bikram (Mr), Chief, Nutrition Section, Family Welfare Division, MoHP
32. Timsina, Nisha (Ms), Child Club Graduate
33. Upadhyay, Jaya Krishna (Mr), USAID (Education Focal Point)
34. Zeitlyn, Benjamin (Mr), Head of FCDO Cooperation, Foreign, Commonwealth and Development Office, UK

¹ Physical interviews were held with those indicated with an asterisk (*).

Internal

UNICEF Nepal Country Office

1. Ahmed, Tameez (Mr), Chief, WASH, NCO, Kathmandu
2. Baral, Madhab (Mr.) Child Protection Officer, Siddharthanagar Office
3. Bhattarai, Sanju (Ms), OIC, Social & Behaviour Change, NCO, Kathmandu
4. Bishwakarma, Dandi Ram (Mr), WASH Specialist, NCO, Kathmandu
5. Dahal, Anita (Ms), Head, Janakpuri Field Office
6. Dhakal, Thakur (Mr) Social Policy Specialist, NCO, Kathmandu
7. Diallo, Maimouna (Ms) (Deputy Representative, Operation, NCO, Kathmandu
8. Dulal, Samikshya Neupane (Ms) COVID-19 Consultant IPC and Case Management, NCO, Kathmandu
9. Gurung, Purnima (Ms) Education Officer, NCO, Kathmandu
10. Haag, Karan (Mr), Chief, Nutrition, NCO, Kathmandu
11. Kaloga, Inah (Ms), Chief Child Protection, NCO, Kathmandu
12. Kandel, Ghanshyam (Mr) Health Officer, Health Section, NCO, Kathmandu
13. Kayastha, Sunitha (Ms) DRR & Emergency Specialist, NCO, Kathmandu
14. Mallick, Rakesh Kumar (Mr) WASH Officer, Siddharthnagar Field Office
15. Mishra, Usha (Ms), Chief, Social Policy, NCO, Kathmandu
16. Patterson, James McQuen (Mr) Deputy Representative, Programme, NCO, Kathmandu
17. Pradhan, Vaishali (Ms), Education Specialist, NCO, Kathmandu
18. Rashid, Mohammad Harun (Mr), Chief, DRR & Emergency, NCO, Kathmandu
19. Rijal, Sanjay (Mr), Monitoring and Evaluation Officer, NCO, Kathmandu
20. Seck, Amadou (Mr), Chief, PME, NCO, Kathmandu
21. Setiawan, Budhi (Mr), Chief, Health, NCO, Kathmandu
22. Sharma, Buddhi (Mr), Head, Bhairahawa Field Office
23. Sharma, Riddhi (Ms), Head, Siddharthnagar Field Office
24. Shrestha, Asim (Mr) Emergency Officer, DRR & Emergency, NCO, Kathmandu
25. Shrestha, Dipak (Mr), Chief, Nepalgunj Field Office
26. Singh, Prasad Phulgendra (Mr) Nutrition Specialist, NCO, Kathmandu
27. Subedi, Toya Nath (Mr), Planning, Monitoring & Local Governance, NCO, Kathmandu
28. Thapa, Meena (Ms), Nutrition Officer, Siddharthnagar Field Office
29. Wagle, Manju (Ms) Education Officer, Siddharthnagar Office
30. Waltham, Mark (Mr), Chief, Education, NCO, Kathmandu
31. Wisch, Elke (Ms), Representative, NCO, Kathmandu

UNICEF ROSA

32. Andreev-Jitaru, Dorina (Ms), Regional Advisor, SBC
33. de Vries, Peter (Mr), Regional Advisor, Education
34. Harvey, Peter (Mr), Regional Advisor, WASH
35. Murira, Zivai (Mr), Regional Advisor, Nutrition

Annex 1.6 – KII Guides

KII Guide for Education

This interview will reflect on the UNICEF Nepal Country Programme (CP) in general. The 'deep dive' of the Country Programme Review includes Results of the Education Outputs. The questions are phrased to cover the CP programme in general, with references to the outputs under "Education". The questions will be selected depending on the Informant's scope of engagement.

Outcome Statement

By 2022, all children, especially the most disadvantaged benefit from improved access, participation and learning outcomes in pre-primary and basic education within inclusive, safe and protective environments

Outputs:

- (a) Strengthen the capacity of the government and communities to improve access to and quality of early learning opportunities (among children up to five)
- (b) Increase the capacity of MoEST to provide quality basic education (Grades 1-8) especially for the most disadvantaged children including those with disabilities, those who do not speak Nepali language at home, and in remote areas
- (c) Increase the capacity of MoEST to provide adolescents (aged 10-19) with life-skills education and ensure school enrolment at an age-appropriate level through non-formal and formal classes
- (d) Increase the capacity of the government to legislate, plan, budget and monitor to improve education programmes, including mainstreaming DRR/CCA and SZOP with focus on improving children's safety and resilience

Target Outcome Indicators

- Survival/retention rate in lower secondary education
- Average learning outcome results in core subjects (22-02-L2-02)
- Number of out-of-school children enrolled in basic education (Grade 1-8)

Targeted Informants (Provisional):

- Ministry of Education, Science and Technology
- Department of Education (Planning Division)
- Office of the Chief Minister and Council Ministers (Provincial) (one province)
- Ministry of Social Development (one province)
- Office of the Municipal Executive (Education Section) (One province)
- Beneficiary schools
- UNICEF Nepal
- Partner INGO/CSO

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning of the next Country Programme. Key stakeholders are being interviewed for this review at central provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

0. Opening - The interview will begin with a short introduction to UNICEF's work relating to the Respondent's area of work, and seeking his/her views on the programmatic interventions that

UNICEF and his/her organization/department/agency partner on? [*probe: intervention, geographic area, type of work, implementation arrangements*].

Relevance

1. Overall, how do you see UNICEF's work addressing the needs of children in Nepal and supporting the Government of Nepal to implement the School Sector Development Plan (SSDP, 2016–2023), which is the government's current strategy for improving school education?
2. To what extent are the interventions adequate to meet the current education needs of children and adolescents in Nepal, including most vulnerable and girls? [*Probe: needs; geographic gaps, intervention areas, strategies and approaches used, etc.*].
3. What are your views on UNICEF's implementation in the context of federalization with regard to transfer of the main budgetary and administrative responsibilities for managing school education to local governments? Are there any areas of priority work that UNICEF has missed?
4. In the current programme cycle, has there been any significant changes to the Government strategies and priorities or country context regarding education which are not addressed by UNICEF programmes?
5. What are the other areas or what interventions should UNICEF prioritize to meet the general needs of children overall? What other role can UNICEF play within the education sector?
6. To what extent has the Nepal Country Office been able to adapt key education related programming strategies to changes in needs of the most vulnerable and priorities caused following and during COVID-19? How have these changes affected resource allocation?

Effectiveness

7. What have been key successes in education sector in the past few years? How did UNICEF contribute to these achievements? What more could have been done for better results?
8. How effective is the education intervention in **reaching** the most vulnerable segments [*Probe: common understanding of vulnerable segments*]; Were there instances of not reaching the desired target group? [*Probe: Reasons, if any, for not reaching the targets*]
9. How effective are the approaches taken for **ECED**? [*Probe: influencing policies, educating parents on the importance of ECED, sub-national access to school-based ECED/PPE to facilitate minimum government standards, professional development of teachers, early screening to identify children with functional disabilities and for the introduction of inclusive teaching and related materials in ECED*]. Any key successes and failures?
10. How effective are the approaches taken for **Basic Education**? [*Probe: influencing policies, support to reduce disparities, facilitate mother tongue education, improve learning environments and pedagogy, especially in small and remote schools, and for instituting inclusive education*]. Any key successes and failures?
11. How effective are the approaches taken for **adolescent life skills and literacy**? [*Probe: influencing policies Generation Unlimited approach, strengthen the non-formal curricula, equivalency between formal and non-formal qualifications and local government and cross-sectoral inputs*]. Any key successes and failures?
12. How effective is the **school safety programme** implemented by UNICEF? Are there any additional areas which should be included? [*Probe: engagement of students, parents and teachers; constraints at the field level, disaster preparedness*]
13. What interventions have been comparatively **more important and effective** to address the overall objectives of the education component [*Probe: what are the most influencing key activities in education? What is the target group(s) wherein results and changes are more visible? What are the most influencing factors for successful results?*]

14. Are there **non-achievements** under planned interventions in the Education component? What are the key challenges for non-achievements? (*Probe*: where do the gaps exist in terms of coordination, programme monitoring, information sharing, technical guidance and barriers such as administrative constraints, resource shortages, social stereotypes and attitudinal issues?)
15. How effective is the **partnership** of UNICEF with the Ministries of Education (both national and provincial) and other relevant agencies in improving education delivery in the country [Probe: good examples; Govt funding for actions].
16. How effective is UNICEF's efforts towards strengthening the **capacity of local governments** to undertake need-based planning and budgeting to enable them to understand priorities and needs in the education sector (in the Provinces)? Any particular focus on Provinces and municipalities with low performance? What were the challenges and how could the capacities be built better?
17. To what extent is the **programme delivery** cost efficient and timely and to the required quality? [*Probe*: delivery constraints and mitigatory actions; use of implementing partners, wise use of resources; COVID-19 situation; What are the challenges, if any? What needs to be done to address those challenges? Effectiveness of partnerships]
18. In your opinion, has UNICEF **reached its target groups** adequately? What are the key strategies/areas, if any, that have been missed to reach the expected results?
19. Are there **unintended results** (*Probe*: positive and negative) produced due to education interventions? What are the influencing and contributory factors for such unintended results?
20. [UNICEF staff] Has the programme reached its target(s), as you know them? Where are the gaps, if any? To what extent are the interventions **replicated** and funds leveraged for work in different Provinces in the country? [UNICEF staff]
21. How do you see the UNICEF's **response to COVID-19** in terms of alternative and distance modalities of learning, special learning materials for accessing online and offline and through media and low-tech off-grid modalities;
22. What are your views on UNICEF **response to COVID-19** pandemic in terms of strengthening the resilience of the school education system (*Probe*: making schools safe learning spaces; ability of the education system to absorb shocks; adapt to emerging challenges such as natural disasters and pandemics).
23. Considering UNICEF as a trusted partner and given its mandate and strengths, are the initiatives implemented by UNICEF within its **capacity**? Are the current structure and capacity of UNICEF Nepal conducive to effective and efficient delivery? If not, are there any changes required? Is the national and provincial coverage appropriate or are there other geographic areas needing more attention? [*Probe*: Are there development partners or others who are better equipped to undertake institutional building/strengthening – comparative advantage].
24. Are there development partners or others who are **better equipped** to undertake work in Education? Do you see collaboration of UNICEF with them?
25. To what extent are the achievements/results **sustainable**? (*Probe*: whether elements of sustainability remain in institutional, financial, technical aspects or sustainable arrangements such as trusted partnerships with stakeholders and CSO partners)
26. What should be done to better position UNICEF (specifically for education) in the context of decentralization?

Equity and Gender

27. In your opinion, has UNICEF taken into consideration equity, and gender equality and social inclusion (GESI) issues in formulating the programme? Have any specific elements/actions been incorporated into interventions in order to address these issues or generally to improve gender equality?
28. Are there other significant equity issues in your area of work, affecting reach to particularly vulnerable groups [Probe: children with disabilities, or marginalised due to poverty, cultural, language, gender etc.]
29. What should be done to improve gender equality and social inclusion in your programming area?
30. In your opinion, are UNICEF strategies to improve equity having a real effect in your field of programming? [Probe: strategies include improving disaggregated data collection, awareness, equity-focused social protection systems and more]
31. What are the best practices in equity and gender equality in education related programme implementation?

KII Guide for High-level Government Officials/UNICEF

This interview will reflect on the performance of the current Country Programme of UNICEF Nepal, specifically, its relevance and effectiveness vis-à-vis Government of Nepal.

Targeted Informants:

- UNICEF Focal Points in the relevant Ministries
- Ministry Secretaries (or their representatives) who are not directly involved in implementation of UNICEF programmes
- National Planning Commission

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning of the next Country Programme. Key stakeholders are being interviewed for this review at central provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

The interview will begin with a short introduction to UNICEF's work (delivery of essential services; multisectoral programming; enhancing national capacity for humanitarian action including disaster preparedness; gender responsive programming; contribution towards realisation of child rights), and seeking his/her interest/oversight on UNICEF and views on the programmatic interventions that UNICEF should work on.

Relevance

1. In your opinion, is the UNICEF's current programme relevant to meeting the needs of children, including the most marginalized? [*Probe: meeting the needs of the Government; specific areas of interest; examples of complementarity which has helped in furthering the Government's work programme; given your understanding of the most marginalized children, which groups should UNICEF pay attention to than is currently done?*]
2. How was the UNICEF's programme designed and developed? How participatory was the process? To what extent did the planning process take into account Government (national, regional) plans and priorities? [*Probe: reflect on the design process; any priority areas left out and why? UNICEF's geographic presence*]
3. During the current programme cycle, has there been any significant changes in Government priorities/strategies in as far as meeting the needs of children, that are not covered by UNICEF programmes? In your opinion, has UNICEF missed any important areas of work, within their mandate, as you know them?
4. Given UNICEF's mandate and its strengths, to your knowledge, are the programmes implemented by UNICEF in country programme within its capacity? Are there programming areas where development partners and/or other stakeholders are better positioned than UNICEF to make a difference? (*Probe: Comparative advantages of UNICEF*)

Effectiveness

5. In your opinion, how effective is the UNICEF programme in reaching its objectives? (probe: education, nutrition, emergency including COVID-19, DRR, WASH) What were the main strengths? How could effectiveness be ensured or further strengthened?
6. Is the programme delivery efficient and timely and to the required quality? [Probe: delivery constraints and mitigatory actions; wise use of resources; effectiveness of COVID-19 response].
7. In what ways has UNICEF reached its targets, as you know them? Where are the gaps, if any? (focus – with those with LoAs and UNICEF staff)
8. Are the current structures and capacity in UNICEF conducive to effective delivery? If not, are there any changes required?
9. In your opinion, how and in what ways has UNICEF contributed to the national priorities and towards fulfilment of SDG Goals?
10. To what extent has UNICEF played a role in convening and bringing partners together? (Probe: examples) What additional role could UNICEF play in convening and bringing partners together?
11. To what extent has UNICEF supported the policies and plans and engaged with you to ensure that these are child centred?
12. If applicable: have you been introduced to risk-informed planning and programming? How is emergency and DRR activity monitored? How is the monitoring data used to inform management decisions and budget decisions, in order to ensure that emergency and recovery are not siloed? Please provide examples. [focus- staff]
13. How well has UNICEF integrated gender equality and social inclusion in its programming?
14. Are there any specific characteristics of UNICEF evident in positioning UNICEF within the Government (both nationally and provincially)?

Decentralization

15. As you are aware, all development partners have had to adapt their programming to the decentralization process. In your opinion, who has UNICEF adapted its programming to work in this system of governance?
16. What are your views on UNICEF's support towards fulfilling the needs of local governments and provincial governance as the new system of federal governance has transferred the main budgetary and administrative responsibilities for achieving development targets to local governments?
17. Are there other areas of additional support within the UNICEF mandate that should be provided. How should UNICEF better position itself to support and conduct activities within the federalism system?
18. Are there ways in which UNICEF should further adapt its programming and how it conducts its work to better adapt to the decentralization process?

COVID

19. To what extent did the CO adapt to the rapidly evolving context of COVID-19? In your view, were there any weaknesses in how the adaptation was done?
20. In what ways did the office support the Nepal government during the pandemic? Given UNICEF's mandate are there areas of support that you believe UNICEF should have been engaged in and did not. If so, what are these areas
21. In what ways did UNICEF coordinate its activities during COVID with other implementing partners and donors

Seek any other observations, if the interviewee has.

KII Guide for Nutrition

This interview will reflect on the UNICEF Nepal Country Programme (CP) in general. The 'deep dive' of the Country Programme Review includes Results of the Nutrition Outputs. The questions are phrased to cover the CP programme in general, with references to the 'Health' outputs. The questions will be selected depending on the Informant's scope of engagement.

Outcome Statement

By 2022, children – including adolescent girls – and women of reproductive age have improved and equitable access to and use of adequate nutritious diet and improved nutritional care behaviour and care practices.

Outputs:

- (e) Caregivers and communities have increased knowledge and skills to provide improved adolescent, maternal, infant and young child nutrition and care practices
- (f) Health workers at subnational levels have increased capacity to provide quality care and treatment for/services to SAM children using standard protocols
- (g) Health workers, FCHVs and communities have increased capacity to stimulate demand for supplementation (Vitamin A, IFA, MNP) and to promote fortified foods (iodised salt, wheat flour) and a diversified diet
- (h) MSNP sector ministries and partners have increased resourcing and accountability to legislate, plan and influence budget to improve nutrition interventions, including mainstreaming DRR/CCA to plan for, respond to and mitigate the effects of disasters and climate change

Target Outcome Indicators²

- Percentage of Children 6-23 months provided with minimum dietary diversity;
- Total annual number of children aged 6-59 months affected by severe acute malnutrition who are discharged as recovered;
- Percentage of children under five years of age who are stunted (moderate and severe); and
- Prevalence of anaemia among adolescent girls (15-19).

Targeted Informants (Provisional):

- Ministry of Health and Population (and Agriculture, Livestock)
- Department of Health
- National Planning Commission
- Office of the Chief Minister and Council Ministers (Provincial) (one province)
- Office of the Municipal Executive (Health Section) (One province)
- UN Agencies (e.g. WHO, WFP)
- Selected partners of Multi-Sector Nutrition Plan
- Beneficiary health care personnel
- UNICEF Nepal

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning of the

² Source: PSN Notes page 12; however this differs from the indicators presented in RAM.

next Country Programme. Key stakeholders are being interviewed for this review at central provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

1. Opening - The interview will begin with a short introduction to UNICEF's work (improved and equitable access use of adequate nutritious diet and improved nutritional care behaviour and care practices) to and the relating to the Respondent's area of work, and seeking his/her views on the programmatic interventions that UNICEF and his/her organization/department/agency partner on? [probe: intervention, geographic area, type of work, implementation arrangements].

Relevance

2. Overall, how do you see UNICEF's work addressing the needs of children and supporting the Government of Nepal to implement the Government policies related to nutrition [e.g. Multi-sector Nutrition Plan, the National Health Policy (NHSS) (2014/15), Nepal Health Sector Strategy (2015-2020); the National Development Plans,] (Probe: UNICEF planning process taking into account government plans; to what extent the key stakeholders, major actors and sector players have been involved in the overall planning and priority setting and budgeting process of the Nutrition programme; is the programme demand-driven or donor-driven?)
3. To what extent are the interventions adequate to meet the improved nutrition indicators of people, especially children and adolescents and pregnant mothers in Nepal? [Probe: needs relating to newborns, children and adolescents; local level needs and gaps, intervention areas, strategies and approaches used, etc.].
4. What are your views on UNICEF's support and planning towards fulfilling the needs of local governments as the new system of federal governance has transferred the main budgetary and administrative responsibilities for achieving nutrition targets to local governments? (Probe: Are there any areas of priority work that UNICEF has missed? Is there adequate consultation at the local level?)
5. In the current UNICEF programme cycle (since 2018), has there been any significant changes to the Government strategies and priorities or country context affecting nutrition (aside from Covid-19) which are not addressed by UNICEF programmes?
6. What are the other areas or what interventions should UNICEF prioritize to meet the general needs of children and other priority segments in regards to nutrition(e.g. pregnant mothers, disability) overall? What other role can UNICEF play within the nutrition sector?
7. To what extent has the Nepal Country Office been able to adapt key programming strategies to changes in needs of the most vulnerable and priorities caused following and during COVID-19? How have these changes affected resource allocation?

Effectiveness

8. What have been key successes in nutrition sector in the past few years? How did UNICEF contribute to these achievements? What more could have been done for better results?
9. How effective is the nutrition intervention in reaching the most vulnerable segments [Probe: common understanding of vulnerable segments]; Were there instances of not reaching the desired targets and target group? [Probe: Reasons, if any, for not reaching the targets; partnerships]

10. How effective are the approaches taken for Protection, promotion and support of adolescent, maternal, infant and young child nutrition? [Probe: influencing policies, disparity of indicators between Provinces; improvements in complementary feeding practices; addressing harmful social norms and food taboos; anaemia in women; introduction of a comprehensive package of nutrition interventions]. Any key successes and failures?
11. How effective are the approaches taken for Care and treatment of severe acute malnutrition (SAM)? [Probe: actions on wasting and stunting; regional differences in indicators; differences in age groups; support for intensified quality nutritional care (including breastfeeding and complementary feeding practices)]. Any key successes and failures?]
12. How effective are the approaches taken for Prevention and control of micronutrient deficiencies? [Probe: Support towards reducing anaemia; actions to address regional differences (e.g., Terai); supporting micronutrient inputs to pregnant and lactating mothers; use of iodized salt]. Any key successes and failures?]
13. How effective is the programme on Health Systems Strengthening including DRR and CCA? [Probe: improving coordination among multiple stakeholders (e.g., National Nutrition and Food Security Steering Committee for SUN coordination, multi-sector planning, top-down and bottom-up coordination); skill development of nutrition workforce; actions to maintain nutrition status of the most vulnerable population during disasters and building resilience to cope with shocks to mitigate nutrition risks and hazards and effects of climate change and other emergencies]
14. How effective is UNICEF's efforts towards strengthening the capacity of local governments to undertake need-based planning and budgeting to enable them to understand priorities and needs in the nutrition sector (in the Provinces)? Any particular focus on Provinces and municipalities with low indices (e.g., Terai)? What were the challenges and how could the capacities be built better?
15. What interventions have been comparatively more important and effective to address the overall objectives of reducing vulnerabilities and undernutrition issues [Probe: what are the most influencing key activities in nutrition? What is the target group(s) wherein results and changes are more visible? What are the most influencing factors for successful results?]
16. Are there non-achievements under planned interventions in the Nutrition component? What are the key challenges for non-achievements? (Probe: where do the gaps exist in terms of coordination, programme monitoring, information sharing, technical guidance and barriers such as administrative constraints, resource shortages, social stereotypes and attitudinal issues?)
17. How effective is the partnership of UNICEF with the relevant Ministries and key agencies (e.g., Health, Agriculture, Livestock, Planning Commission) (both national and provincial) in improving nutrition in the target citizenry [Probe: good examples of collaboration; Govt funding for actions]
18. To what extent is the programme delivery cost efficient and timely and to the required quality? [Probe: delivery constraints and mitigatory actions; use of implementing partners, wise use of resources; COVID-19 situation; What are the challenges, if any? What needs to be done to address those challenges?]
19. Are there unintended results (Probe: positive and negative) produced due to nutrition interventions? What are the influencing and contributory factors for such unintended results?
20. [UNICEF staff only] Has the programme reached its target(s), as you know them? Where are the gaps, if any? To what extent are the interventions replicated and funds leveraged for work in different Provinces in the country?

21. What are your views on UNICEF response to COVID-19 pandemic in terms of strengthening the nutrition sector? (Probe: did NCO adopt new ways of delivering or new interventions during COVID-19, emergency support).
22. Considering UNICEF as a trusted partner and given its mandate and strengths, are the initiatives implemented by UNICEF within its capacity? Are the current structure and capacity of UNICEF Nepal conducive to effective and efficient delivery? If not, are there any changes required? Is the national and provincial coverage appropriate or are there other geographic areas needing more attention? [Probe: what is the existing capacity of UNICEF to implement planned interventions, are there missing priority areas not accommodated as per the UNICEF's mandate and its strengths due to any particular reason; e.g., capacity, resource deficiencies?];
23. Do you see collaboration of UNICEF with other actors in the area of nutrition? How well is it working? Any areas of improvement?
24. Are there development partners or others who are better equipped to undertake work in Nutrition? Why do you think so?
25. To what extent are the achievements/results sustainable? (Probe: whether elements of sustainability remain in institutional, financial, technical aspects or sustainable arrangements such as trusted partnerships with stakeholders and CSO partners)
26. What should be done to better position UNICEF (for nutrition) in the context of decentralization?

Equity and Gender

27. In your opinion, has UNICEF taken into consideration equity and gender equality issues in formulating the programme? [Probe: gender differences in breast feeding of newborns, gender differences in feeding practices to children, norms in pregnancies]
28. Have any specific elements/actions been incorporated into interventions in order to address these issues or generally to improve gender equality?
29. Are there other significant equity issues in your area of work, affecting reach to particularly vulnerable groups [Probe: children with disabilities, or marginalised due to poverty, cultural, language etc.]
30. What should be done to improve equity or inclusion in your programming area?

Strategic positioning

31. In your opinion, are UNICEF strategies to improve equity having a real effect in your field of programming? [Probe: strategies include improving disaggregated data collection, awareness, equity-focused social protection systems and more] What are the best practices in equity and gender equality in nutrition related programme implementation?

KII Guide for Nepal Staff

[to be adapted to different levels of staff]

This interview will reflect on the performance of the current Country Programme of UNICEF Nepal, specifically, its relevance and effectiveness. Questions will be chosen depending on the scope of work of the staff member.

Targeted Informants:

- Senior managers of UNICEF Nepal
- Section Heads of UNICEF Nepal

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning of the next Country Programme. Key stakeholders are being interviewed for this review at central provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

Relevance

1. To what extent is the country programme addressing the needs of children? How relevant is the UNICEF's current programme to the needs of children, specially most marginalised, and the priorities of the Government? [*Probe: specific areas of interest; SitAn; areas identified in the mid-term review; PSN notes and updates; examples of complementarity which has helped in furthering the Government's work programme; has funding constraints, if any, influenced programme priorities?*]
2. How participatory was the UNICEF's programme designed and developed? To what extent did the Government (national, regional) participated in planning the CP; any priority areas left out and why? UNICEF's geographic presence]
3. During the current programme cycle, have there been any external 'shocks' or contextual changes (aside from Covid-19) that required re-planning and changing priorities? How has unit/ section dealt with these shocks to ensure effective implementation of the CPD
4. In your opinion, has UNICEF missed any important areas of work, as you know them?
5. In what ways could UNICEF programming better address the needs of children?

Effectiveness

6. In your opinion, how effective is the UNICEF programme in reaching its objectives? [*Probe: constraints such as staff capacity, funding, lack of cooperation; COVID-19 response*] What are the contributing factors? What are the barriers?
7. Is the programme delivery efficient and timely and to the required quality? [*Probe: delivery constraints and mitigatory actions; wise use of resources; COVID-19 situation;*].
8. How effective is UNICEF's support and planning towards fulfilling the needs of local governments as the new system of federal governance has transferred the main budgetary and administrative responsibilities for achieving development targets to local governments? In your opinion, have UNICEF's efforts been adequately resourced and reached?

9. Is the programme implementation adequately monitored to provide the necessary evidence for decision-making and implementation adjustments?
10. What are your views on internal reporting? Do they adequately reflect the work that has been done? If not, what should be done?
11. Given UNICEF's mandate and its strengths, are the programmes implemented by UNICEF in CP within its capacity? Are there programming areas where development partners and/or other stakeholders are better positioned than UNICEF to make a difference? (Probe: Comparative advantages of UNICEF)
12. In your opinion, how has UNICEF contributed to the national priorities and towards fulfilment of SDG Goals?
13. How sustainable are the results? Any suggestions to improve the situation?

COVID

14. In what ways did your unit/ section have to adjust or adapt its plans due to COVID? What generally were the criteria and processes for this adjustment, e.g., was there consultation with government? Was the adjustment due to needs?
15. How did the adjustment to COVID change with the different COVID waves given that severity changed? Further, at some point, did your unit or function return to its original plans as COVID waned?
16. In what ways did the adjustment to COVID affect the way your unit/ section works including how funding was allocated and distributed? [Probe: challenges faced in this adjustment].
17. In what ways, did your unit/ section support the government's COVID response? What worked well and what could have been better?

Local Governance

18. In what ways has your unit/section adapted to the decentralization process? What and how are you conducting your support and activities differently as you support government in your areas of work?
19. What specific support have you provided to government, at different levels to ensure effective decentralization of services in your thematic area? Any challenges, particularly from the GoN?
20. Moving forward, what other things could you do to ensure optimum service delivery in your thematic area within a decentralized system?

Seek any other observations, if the interviewee has.

KII Guide for UNICEF Covid Response

This interview will reflect on the UNICEF Nepal Country Programme's Covid-19 response provided to the Central, Provincial and Local Governments. Questions will be selected depending on the Interviewees scope of engagement.

Some relevant Outputs:

- (i) 50 municipalities developed and implemented 50 COVID-19 preparedness response plans;
- (j) Number of healthcare providers trained in detecting, referral and appropriate management of COVID-19 cases;
- (k) Number of healthcare workers within health facilities and communities provided with Personal Protective Equipment (PPE) with UNICEF support;
- (l) Number of people who participated in COVID-19 engagement actions;
- (m) Number of people sharing their concerns and asking questions/clarifications for available support services to address their needs through established feedback mechanisms;
- (n) Number of people reached through messaging on prevention and access to services
- (o) Number of shock responsive CASH COVID grants;

Targeted Informants (Provisional):

- Central Ministry of Health
- Provincial/Local Health Authorities
- UN agencies/WHO
- UNICEF Nepal

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning of the next Country Programme. Key stakeholders are being interviewed for this review at central provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

3. Opening - The interview will begin with a short introduction to UNICEF's work relating to the Respondent's area of work, and seeking his/her views on the programmatic interventions that UNICEF and his/her organization/department/agency partner on? [*probe: intervention, geographic area, type of work, implementation arrangements*).

Relevance

4. In what ways did the Nepal CO support the government to manage the COVID-19 pandemic? Did this support change over the past two years as different waves occurred? (*Probe: different support provided in health, WASH, RCCE, supply chain, data and others? Did the support vary by geographical area? UNICEF planning process taking into account government exigencies; to what extent the key stakeholders, major actors and sector players including UN agencies have been involved in the overall planning of management responses?*)
5. Are any other areas of support that could have been provided but were not given per UNICEF's mandate and expertise?

6. To what extent are the interventions adequate to meet the needs of affected communities and children in Nepal during COVID? (Probe: UNICEF's support and planning Covid-19 support towards local governments' needs)
7. To what extent and **how** has the Nepal Country Office been able to adapt key programming strategies to changes in needs of the most vulnerable and priorities caused following and during COVID-19? How have these changes affected the way the NCO worked including resource allocation?

Effectiveness

8. How effective is UNICEF Covid-19 response in **reaching** the most vulnerable segments [Probe: common understanding of vulnerable segments]; Were there instances of not reaching the desired target group? [Probe: Reasons, if any, for not reaching the targets; effectiveness of the response considering the decentralised system]
9. How effective are the approaches taken for **Improving capacity in national/provincial/local institutions for** management of Covid-19 [Probe: vaccination drive; expansion of Child Grants; Any key successes and failures?]
10. How effective are the approaches taken for meeting **organizational benchmarks** on risk-informed programming and peaceful inclusive societies for a resilient and child-centred response and recovery? [Probe: Any key successes and failures]
11. How effective is **UNICEF's collaborations/partnerships** with other UN Agencies relating to COVID-19? (Probe: fund raising with others; risk communication and community engagement efforts; private and public partnerships; addressing misinformation and stigma).
12. What interventions have been comparatively **more important and effective** to manage Covid-19 pandemic? What is the area of work wherein results and changes are more visible? What are the most influencing factors for successful results?]
13. Are there **non-achievements** under planned interventions in Covid-19 management? Are there any gaps in response work?
14. How effective was UNICEF's **programme delivery** in responding to Covid-19 management? [Probe: delivery constraints and mitigatory actions; use of implementing partners; Standard Operating Procedures at UNICEF; Crisis Management Team at UNICEF; UNICEF's efforts in evidence generation; UNDAF level coordination and implementation; Internal arrangements within UNICEF; What are the challenges, if any? What needs to be done to address those challenges? Lessons learnt]
15. In your opinion, has UNICEF **reached its target groups** adequately with its COVID-19 response?
16. Are there **unintended results** produced due to Covid-19 response interventions? What are the influencing and contributory factors for such unintended results?
17. To what extent are the achievements/results **sustainable**? (Probe: whether elements of sustainability remain in institutional, financial, technical aspects or sustainable arrangements such as trusted partnerships with stakeholders and CSO partners; UNICEF's strategic positioning and preparation for the next waves or similar emergencies)

Equity and Gender

18. In your opinion, has UNICEF taken into consideration equity and gender equality issues in Covid-19 response?
19. Have any specific elements/actions been incorporated into interventions in order to address these risks or generally to improve gender equality?

20. Are there other significant equity issues you have observed, affecting reach to particularly vulnerable groups?

KII Guide for Social Policy

This interview will reflect on the UNICEF Nepal Country Programme (CP) in general. The 'deep dive' of the Country Programme Review includes results of the Social Policy programme. The questions are phrased to cover the CP programme in general, with references to the Social Policy outputs. Questions will be selected according to the scope/nature of engagement of the interviewee.

Outcome Statement

By 2022, children benefit from strengthened policies and programmes that address child poverty, vulnerability and exclusion.

Outputs:

- (p) Relevant national institutions have improved capacity for robust measurement, analysis and evidence on reducing child poverty, vulnerability and exclusion.
- (q) Relevant national and sub-national government agencies have strengthened capacity to deliver an expanded and improved child-sensitive social protection system.
- (r) Improved partnerships with and between national institutions and civil society for strategic evidence-based policy advocacy.

Target Outcome Indicators

- Strategy for child poverty reduction articulated and included in national development plan or national policy document.
- % and trend in resource allocation for key social sectors for children
- % of children covered by the child grant programme

Targeted Informants (Provisional):

- National Planning Commission (NPC)
- Ministry of Finance
- MOFALD
- Provincial Council for the Welfare of Women and Children (PCWCSW)
- Central Bureau of Statistics (CBS)
- Department of National ID and Civil Registration (DOCR)
- Relevant sector ministries (Health, Education)
- Parliament
- UN agencies/WB
- UNICEF Nepal

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning of the next Country Programme. Key stakeholders are being interviewed for this review at central provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

1. Opening - The interview will begin with a short introduction to UNICEF's work relating to the Respondent's area of work, and seeking his/her views on the programmatic interventions that UNICEF and his/her organization/department/agency partner on? [*probe: intervention, geographic area, type of work, implementation arrangements*].

Relevance

2. Overall, how do you see UNICEF's work supporting the needs of children in Nepal and the Government of Nepal to implement the relevant Government policies [e.g. the draft National Framework on Social Protection under leadership of MoF and NPC, and the 14th/15th National Development Plans] (*Probe: UNICEF planning process taking into account government plans; to what extent the key stakeholders, major actors and sector players have been involved in the overall planning and priority setting and budgeting process of the Social Policy programme; is the programme demand-driven or donor-driven?*)
3. To what extent are the interventions adequate to meet the social protection needs of children and their families in Nepal? [*Probe: needs due to child poverty or disability; unreached populations; issues with accessing schemes despite qualifying; gaps, intervention areas, strategies and approaches used, etc.*].
4. What are your views on UNICEF's support and planning towards local governments' fulfilling their role as the new system of federal governance has transferred the main budgetary and administrative responsibilities for achieving social policy targets to local governments? (*Probe: Are there any areas of priority work that UNICEF has missed? Is there adequate consultation at the local level?*)
5. In the current programme cycle, has there been any significant changes to the Government strategies and priorities or country context affecting social policy/protection (aside from Covid-19) which are not addressed by UNICEF programmes?
6. What are the other areas or what interventions should UNICEF engage in to meet the general needs of children and other priority segments (e.g. children living in multi-dimensional poverty, female-headed households, children with disabilities) overall? What other role can UNICEF play within the social policy sector?
7. To what extent has the Nepal Country Office been able to adapt key programming strategies to changes in needs of the most vulnerable and priorities caused following and during COVID-19? How have these changes affected resource allocation?

Effectiveness

8. What have been key successes in social policy sector in the past few years? How did UNICEF contribute to these achievements? What more could have been done for better results?
9. How effective is the social policy/protection component in **reaching** the most vulnerable segments [*Probe: common understanding of vulnerable segments*]; Were there instances of not reaching the desired target group? [*Probe: Reasons, if any, for not reaching the targets*]
10. How effective are the approaches taken for **Improving capacity in national institutions for robust measurement, analysis and evidence on reducing child poverty and exclusion**? [*Probe: support to CBS, NPC, ministries to strengthen capacity, addressing measurement of child poverty and exclusion at national and sub-national levels and analysis of federalism, investment cases for key social interventions, urbanization, migration and shock responsive social protection*]. Any key successes and failures?

11. How effective are the approaches taken for **Strengthening capacity of national and local government to expand and improve a child-sensitive social protection system?** [*Probe*: actions to scale up the child grant programme until reaching all children U5 as committed by GoN; through impact assessments, use of IT, and linkages with birth registration, services in health, nut and ECD). Any key successes and failures?]
12. How effective are the approaches taken for **Improved partnerships with and between national institutions and civil society to promote policy change for children?** [*Probe*: Facilitation of dialogue between range of stakeholders to co-create and use knowledge to support more effective policies concerning children; regular dialogues with parliamentarians on legislation, policies and budgets]. Any key successes and failures?]
13. What interventions have been comparatively **more important and effective** to address the overall objectives of children benefiting from strengthened policies and programmes that address child poverty, vulnerability and exclusion? [*Probe*: what are the most influencing key activities in social policy/protection? What is the area of work wherein results and changes are more visible? What are the most influencing factors for successful results?]
14. Are there **non-achievements** under planned interventions in the Social Policy component? What are the key challenges for non-achievements? (*Probe*: where do the gaps exist in terms of partnerships and coordination, national/local ownership, child poverty monitoring, information sharing, technical guidance and barriers such as administrative constraints, resource shortages, social norms?)
15. How effective is the **partnership** of UNICEF with the relevant GoN partners (e.g., NPC, MoF, Parliamentarians (at national, provincial and local levels) in improving policies and programmes that address child poverty and exclusion [*Probe*: good examples of collaboration; Govt funding for actions]
16. How effective is UNICEF's efforts towards strengthening the **capacity of local governments** to undertake need-based planning and budgeting to enable them to understand priorities and needs in the social protection sector (in the Provinces)? Any particular focus on Provinces with low indices?
17. To what extent is the **programme delivery** cost efficient and timely and to the required quality? [*Probe*: delivery constraints and mitigatory actions; use of implementing partners, wise use of resources; COVID-19 situation; What are the challenges, if any? What needs to be done to address those challenges?]
18. In your opinion, has UNICEF **reached its target groups** adequately? (E.g. Improved access to and delivery of the Child Grants)? What are the key strategies/areas, if any, that have been missed to reach the expected results?
19. Are there **unintended results** produced due to social policy/protection interventions? What are the influencing and contributory factors for such unintended results?
20. Has the programme reached its target(s), as you know them? Where are the gaps, if any? To what extent are the interventions **replicated** and funds leveraged for work in different Provinces in the country? [UNICEF staff ONLY]
21. What are your views on UNICEF **response to COVID-19 pandemic** in terms of strengthening the social policy sector? (*Probe*: situation monitoring of socio-eco impact/child and family tracker; support of GoN roll out of a Cash PLUS emergency relief; one-off UNICEF emergency cash transfer).
22. Considering UNICEF as a trusted partner and given its mandate and strengths, are the initiatives implemented by UNICEF within its **capacity**? Are the current structure and capacity of UNICEF Nepal conducive to effective and efficient delivery? If not, are there any changes required? Is the national and provincial coverage appropriate or are there other geographic areas needing more attention? [*Probe*: what is the existing capacity of UNICEF to implement planned interventions, are there missing priority areas not accommodated as per the UNICEF's mandate and its strengths due to any particular reason; e.g., capacity, resource deficiencies?];

23. Are there development partners or others who are **better equipped** to undertake work in Social Policy/Protection? Do you see collaboration of UNICEF with them?
24. To what extent are the achievements/results **sustainable**? (*Probe*: whether elements of sustainability remain in institutional, financial, technical aspects or sustainable arrangements such as trusted partnerships with stakeholders and CSO partners)

Equity and Gender

25. In your opinion, has UNICEF taken into consideration equity and gender equality issues in formulating the programme? [*Probe*: gender differences in multi-dimensional poverty, vulnerability and exclusion; differences in accessing government support schemes; impact of migration; female headed HH]
26. Have any specific elements/actions been incorporated into interventions in order to address these risks or generally to improve gender equality?
27. Are there other significant equity issues in your area of work, affecting reach to particularly vulnerable groups [*Probe*: children with disabilities and access to the government disability grant; children marginalised due to poverty, cultural, language etc.]
28. What should be done to improve equity or inclusion in your programming area?
29. In your opinion, are UNICEF strategies to improve equity having a real effect in your field of programming? [*Probe*: the Child Grant is being expanded to become universal, however are there any strategies to include those that are not reached/not able to access in locations where the grant has already been rolled out?] What are the best practices in equity and gender equality in Social Policy related programme implementation?

Strategic Positioning

29. How should UNICEF position itself in the social protection area to continue to meet the needs of children? What have been found to be effective that should be scaled up? What should be discontinued?

KII Guide for WASH

This interview will reflect on the UNICEF Nepal Country Programme (CP) in general. The 'deep dive' of the Country Programme Review includes results of the WASH programme. The questions are phrased to cover the CP programme in general, with references to the WASH outputs. Questions will be selected according to the scope/nature of engagement of the interviewee.

Outcome Statement

By 2022, children and their families have improved and equitable access to and use of safe and sustainable drinking water and sanitation services, and improved hygiene practices.

Outputs:

- (s) Increased capacity to improve water quality and functionality and to deliver and sustain safe water (especially in schools and healthcare facilities).
- (t) Improved sanitation and hygiene behaviour, and sector stakeholders have enhanced capacity to provide access to safe and sustainable sanitation and hygiene facilities in homes and institutions.
- (u) Increased capacity to legislate, plan and budget to improve WASH systems, including mainstreaming disaster risk management.

Target Outcome Indicators

- % of the population using a safely managed drinking water service at the community level
- % of the population practicing open defaecation

Targeted Informants (Provisional):

- Ministry of Water Supply and Sanitation (MoWSS)
- Department of Water Supply and Sewerage (DWSS)
- Department of Health Services (access to drinking water in healthcare facilities)
- Department of Education (implementation of WASH in the school component of the School Sector Development Plan)
- UN Agencies (e.g. WHO, WFP, UN Habitat) or WASH Cluster members
- Selected partners of WASH Sector Development Plan (2016-2030)
- Beneficiary schools or healthcare facilities
- UNICEF Nepal

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning of the next Country Programme. Key stakeholders are being interviewed for this review at central provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

1. Opening - The interview will begin with a short introduction to UNICEF's work relating to the Respondent's area of work, and seeking his/her views on the programmatic interventions that UNICEF and his/her organization/department/agency partner on? [*probe: intervention, geographic area, type of work, implementation arrangements*].

Relevance

2. Overall, how do you see UNICEF's work supporting the needs of children in Nepal and the Government of Nepal to implement the (first) WASH Sector Development Plan 2016, the 14th National Plan for Development (*Probe*: UNICEF planning process taking into account government plans; to what extent the key stakeholders, major actors and sector players have been involved in the overall planning and priority setting and budgeting process of the WASH programme; is the programme demand-driven or donor-driven?)
3. To what extent are the interventions adequate to meet the current WASH needs of children and their families, in their homes, schools and health facilities? [*Probe*: needs, geographic gaps, intervention areas, strategies and approaches used, etc.].
4. What are your views on UNICEF's support and planning towards local governments fulfilling their role as the new system of federal governance has transferred the main budgetary and administrative responsibilities for achieving WASH targets to local governments? (*Probe*: Are there any areas of priority work that UNICEF has missed? Is there adequate consultation at the local level?)
5. In the current programme cycle, has there been any significant changes to the Government strategies and priorities or country context affecting water and sanitation (aside from Covid-19) which are not addressed by UNICEF programmes?
6. What are the other areas or what interventions should UNICEF engage in to meet the general needs of children and other priority segments (e.g. children with disabilities, other disadvantaged groups) overall? What other role can UNICEF play within the WASH sector?
7. To what extent has the Nepal Country Office been able to adapt key programming strategies to changes in needs of the most vulnerable and priorities caused following and during COVID-19? How have these changes affected resource allocation?

Effectiveness

8. What have been key successes in WASH sector in the past few years? How did UNICEF contribute to these achievements? What more could have been done for better results?
9. How effective is the WASH component in **reaching** the most vulnerable segments [*Probe*: common understanding of vulnerable segments]; Were there instances of not reaching the desired target group? [*Probe*: Reasons, if any, for not reaching the targets]
10. How effective are the approaches taken for **increasing access to safe water for unreached populations**? [*Probe*: disparity of indicators between Provinces; strengthening/use of the water quality monitoring mechanisms at municipal level; use of innovative and alternative technology; improvements in access in schools (WASH in schools programme) and health facilities (with health and nut sectors collaboration)]. Any key successes and failures?
11. How effective are the approaches taken for **improving hygiene behaviors, and increasing capacity of sector stakeholders to provide access to sanitation facilities in homes and institutions**? [*Probe*: scaling up the ODF social movement, including addressing harmful social norms such as Chaupadi; engagement with private sector on local financing mechanisms to reach the most marginalized; gender and disability-friendly sanitation facilities in schools and health facilities through the Child-Friendly School Initiative; monitoring and upscaling the 'star approach' of ranking schools; promotion of handwashing through media; Regional differences]. Any key successes and failures?]
12. How effective is the programme on **WASH Systems Strengthening including DRR and CCA**? [*Probe*: actions on capacity development, partnerships and inter-sectoral linkages for transition to new federal structure; operationalization of the WASH SDP; new WASH Act and revision of policies to address social inclusion and gender equity in access; strengthening NMIP for improved monitoring and data; roll out of guidelines for WASH in schools/Health facilities; evidence generation on WASH and resilience; integration of CCA into existing policies and plans;]

13. What interventions have been comparatively **more important and effective** to address the overall objectives of increasing access to safe drinking water and sanitation? [*Probe*: what are the most influencing key activities in WASH? What is the target group(s) wherein results and changes are more visible? What are the most influencing factors for successful results?]
14. Are there **non-achievements** or under planned interventions in the WASH component? What are the key challenges for non-achievements? (*Probe*: where do the gaps exist in terms of coordination, programme monitoring, information sharing, technical guidance and barriers such as administrative constraints, resource shortages, social norms and practices?)
15. How effective is the **partnership** of UNICEF with the relevant Ministries and key agencies (e.g., Min of Water Supply and Sanitation, and Dep of Water Supply and Sewerage) (at all three levels of government) in improving water quality and sanitation in the target citizenry [*Probe*: good examples of collaboration; Govt funding for actions]
16. How effective is UNICEF's efforts towards strengthening the **capacity of local governments** to undertake need-based planning and budgeting to enable them to understand priorities and needs in the WASH sector (in the Provinces)? Any particular focus on Provinces with low indices?
17. To what extent is the **programme delivery** cost efficient and timely and to the required quality? [*Probe*: delivery constraints and mitigatory actions; use of implementing partners, wise use of resources; COVID-19 situation; What are the challenges, if any? What needs to be done to address those challenges?]
18. In your opinion, has UNICEF **reached its target groups** adequately? What are the key strategies/areas, if any, that have been missed to reach the expected results?
19. Are there **unintended results** produced due to WASH interventions? What are the influencing and contributory factors for such unintended results?
20. To what extent are the interventions **replicated** and funds leveraged for work in different Provinces in the country? [UNICEF staff]
21. What are your views on UNICEF **response to COVID-19 pandemic** in terms of strengthening the WASH sector? (*Probe*: IPC and WASH facilities for COVID prevention, schools, health facilities, hygiene promotion messages).
22. Considering UNICEF as a trusted partner and given its mandate and strengths, are the initiatives implemented by UNICEF within its **capacity**? Are the current structure and capacity of UNICEF Nepal conducive to effective and efficient delivery? If not, are there any changes required? Is the national and provincial coverage appropriate or are there other geographic areas needing more attention? [*Probe*: what is the existing capacity of UNICEF to implement planned interventions, are there missing priority areas not accommodated as per the UNICEF's mandate and its strengths due to any particular reason; e.g., capacity, resource deficiencies?];
23. Are there development partners or others who are **better equipped** to undertake work in WASH? Do you see collaboration of UNICEF with them?
24. To what extent are the achievements/results **sustainable**? (*Probe*: whether elements of sustainability remain in institutional, financial, technical aspects or sustainable arrangements such as trusted partnerships with stakeholders and CSO partners).

Equity and Gender

25. In your opinion, has UNICEF taken into consideration equity and gender equality issues in formulating the programme? [*Probe*: gender differences in collection of water, and in needs for sanitation/MHM]
26. Have any specific elements/actions been incorporated into interventions in order to address these risks or generally to improve gender equality?

27. Are there other significant equity issues in your area of work, affecting reach to particularly vulnerable groups [Probe: children with disabilities, or marginalised due to poverty, cultural, language etc.]
28. What should be done to improve equity or inclusion in your programming area?
29. In your opinion, are UNICEF strategies to improve equity having a real effect in your field of programming? [Probe: strategies include improving disaggregated data collection, gender and disability-friendly sanitation facilities at homes, schools, health facilities] What are the best practices in equity and gender equality in WASH related programme implementation?

Strategic positioning

30. How should UNICEF position itself to continue meeting the needs of children and adolescents in WASH in the next country cycle?

KII Guide for Disaster Risk Reduction and Emergency Response

This interview will reflect on the UNICEF Nepal Country Programme (CP) in general. The 'deep dive' of the Country Programme Review includes results of the Disaster Risk Reduction (DRR) output. The questions are phrased to cover the CP programme in general with reference to the output. Questions will be selected depending on the scope of engagement of the interviewee.

Disaster Risk Reduction and Emergency Response is a cross cutting across all sectors (with some reference to climate change). Within the structure and scope of the CPAP, this output contributes directly to the following outcome.

Outcome Statement

By 2022 children benefit from strengthened policies and programmes that address child poverty, vulnerability and exclusion

Output

Increased capacity to legislate, plan and budget to improve WASH systems, including mainstreaming disaster risk management

Additionally, other thematic areas also address DRR/CC in regard to systems strengthening in their respective areas of work.

Output Indicators

1. Existence of Child sensitive national or local risk management plans addressing risks related to disasters, climate change, conflict, public health emergencies or other crises.
2. Status of UNICEF response and recovery efforts to COVID-19 in meeting organizational benchmarks on risk-informed programming and peaceful inclusive societies for a resilient and child-centered response and recovery that aims to "build back better and green.
3. Existence of planning and monitoring systems that explicitly address risks at national and subnational level.
4. Number of individuals benefiting from emergency responses including COVID 19 Response.
5. Number of stakeholders capacitated on disaster risk management and climate, energy and environment

Targeted Informants (Provisional):

- Ministry of Federal Affairs and General Administration
- Ministry of Education
- Ministry of Women, Children and Senior Citizens
- Ministry of Social Development
- National Disaster Management Authority
- National Natural Resource and Finance Commission
- Municipalities Association of Nepal
- National Association of Rural Municipalities in Nepal
- Office the Rural/Municipality Executive.
- Provincial Government

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning

of the next Country Programme. Key stakeholders are being interviewed for this review at federal, provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

1. Opening - The interview will begin with a short introduction to UNICEF's work relating to the Respondent's area of work, and seeking his/her views on the programmatic interventions that UNICEF and his/her organization/department/agency partner on? [Probe: intervention, geographic area, type of work, implementation arrangements).

Relevance

2. Is UNICEF's programme addressing the needs of children in Nepal in relation to Disaster Risk Reduction and Emergency Response and are they congruent with Government of Nepal (GoN) strategies and plans to formulate child sensitive preparedness, guidelines, plans and programmes. (*Probe*: good examples of relevance, processes to obtain views of GoN; participation of children and women, adequacy of efforts, particularly at the local level).
3. In your view what interventions UNICEF should do for promoting meaning participation of children, adolescent and their families in Climate Mitigation, Disaster Risk Reduction, and Emergency Response. (*Probe*: approach, strategy, good examples/lessons)
4. How does UNICEF's support to Climate Change, Disaster Risk Reduction, and Emergency Response congruent with the multi-sector programmes such as WASH, child protection, nutrition and early childhood education of GoN/Provinces/Municipalities? (*Probe*: adequacy of support, assistance towards addressing priorities at the local level).
5. What are your views on UNICEF's strategies in these areas of work towards GoN fulfilling its obligations to global covenants/agreements?

Effectiveness

6. How strong is UNICEF's relationship with national and local-level agencies mandated with emergency/DRR work? Probe: LoAs? UNICEF as a part of GoN committees etc.
7. What have been key successes in emergency and DRR sector in the past few years? How did UNICEF contribute to these achievements? What more could have been done for better results?
8. How effective is UNICEF's efforts towards establishing functioning mechanisms at the sub national level in Disaster Risk Reduction and Emergency Response for child/adolescent and /or community participation in planning, budgeting and monitoring process related to DRR. (*Probe*: Capacity of UNICEF Nepal, capacity of stakeholders; bottlenecks in the system).
9. What are your views on UNICEF's support to Disaster Risk Reduction and Emergency Response to strengthen their capacity to formulate and implement preparedness and mitigation plans that include specific activities that address children's priorities?
10. How effective is UNICEF's efforts to mobilize child clubs in Disaster Risk Reduction and Emergency Response planning and monitoring?
11. How satisfied are you with the *modus operandi* of implementation of UNICEF work programmes at LA level? What is the status of achievement of targets (per Indicators) and reasons for any difficulty?

Probe: Effectiveness of Letters of Agreement; Reasons, if any, for delayed delivery; choice of partners and their action, and other reasons.

How effective is UNICEF's support to encourage LAs to introduce children responsive budget and children budget audit that have taken into account Disaster Risk Reduction and Emergency Response?

Gender Equality and Social Inclusion

12. In your opinion has UNICEF's effort contributed to introduce gender equity and social inclusion policies that address the specific requirements of Disaster Risk Reduction and Emergency Response? *Probe:* support needed, if any.
13. In your opinion, has UNICEF taken into consideration equity, and gender equality and social inclusion (GESI) issues in formulating the programme related to emergency and DRR?

Strategic Positioning

14. Is UNICEF's contribution on DRR and emergency response recognised by the others? *Probe:* UNICEF's strengths; any advantages of field level presence; complementarity with work of other agencies.
15. How should UNICEF position itself going forward in the area of emergency, Climate Change and DRR?

KII Guide for Local Governance

This interview will reflect on the UNICEF Nepal Country Programme (CP) in general. The 'deep dive' of the Country Programme Review includes results of the local governance output. The questions are phrased to cover the CP programme in general, with references to the output under local governance. The questions will be selected depending on the Informant's scope of engagement.

Local governance is a new output added in 2021 in CPAP on the recommendations of the Mid Term Review of CPAP. Aspects of federalization also appear under thematic areas as well.

Outcome Statement

By 2022 children benefit from strengthened policies and programmes that address child poverty, vulnerability and exclusion

Output³

Provincial and local governments have increased capacity to legislate, plan, budget and monitor to adequately address the needs of children and adolescent.

Output Indicators

- Local governments that produce disaggregated child data and use those data to develop municipal profile.
- Local governments with development plans that include specific activities that address child priorities
- Local governments with functioning mechanism for child/adolescent and/or community participation in local planning, budgeting and monitoring.
- Local governments with budget that include allocations to child priorities.

Targeted Informants (Provisional)

- Ministry of Federal Affairs and General Administration
- Ministry of Women, Children and Senior Citizens
- Ministry of Social Development
- Municipalities Association of Nepal
- National Association of Rural Municipalities in Nepal
- Office the Rural/Municipality Executive.

Introduction

I am X and I am an independent consultant contracted by UNICEF. UNICEF is conducting a review to assess the performance of delivery of the ongoing Country Programme, to inform the ongoing planning of the next Country Programme. Key stakeholders are being interviewed for this review at federal, provincial and local levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

1. Opening - The interview will begin with a short introduction to UNICEF's work on strengthening the decentralization process to bring about the three government levels together for a common goal with focus on cluster coordination. Work relating to the Respondent's area of work will be discussed to seek his/her views on the programmatic interventions that UNICEF and his/her

³ In addition to the specific outputs, each thematic area has an output relating to programme delivery vis-à-vis decentralization.

organization/department/agency partner on? [*Probe*: intervention, geographic area, type of work, implementation arrangements). UNICEF focused

Relevance

2. In what ways has UNICEF adapted its programming and support under the decentralization system. In your view, has this adaptation been adequate or not? If not, what else could UNICEF do to better adapt to changes in governance at all levels of government?
3. How does UNICEF's support towards formulation of child sensitive laws, guidelines, strategies, plan and programme link with the GoN priorities (both national and Provincial)? (*Probe*: approach, strategy)
4. To what extent UNICEF's refocused efforts to further adopt child friendly local governance into the ongoing federalization are adequate? (*Probe*: approach, strategy)
5. Do UNICEF's interventions at the local level address the needs of children and adolescents, particularly promoting participation of children, adolescent and their families in decision-making processes? (*Probe*: approach, strategy, good examples)
6. Is UNICEF's support to local governments to strengthen their capacity to formulate and implement development plans that include specific activities that address child priorities in line with the needs of LAs? If not, what more could be done to enhance this support?
7. Overall, what is the extent to which UNICEF's support to local governments to implement multi-sector programme such as WASH, child protection, nutrition, DRR, and early childhood education address the needs of stakeholders.

Effectiveness

8. Overall, do you feel that federalization/ decentralization has affected the implementation of UNICEF Nepal's programmes on children and women? (*Probe*: If so, , in what ways has decentralization affected this implementation, what are the reasons; if not has it enabled UNICEF to perform better? Effect of the International Development Cooperation Policy on disbursements)
9. To your knowledge, in what ways has UNICEF supported capacity building to ensure an effective implementation of the federal/ decentralization policy? Have there been differences in the ways that this support has been provided by level, e.g at the federal, provincial and municipality level?
10. How effective is UNICEF's efforts towards establishing functioning mechanism in local governments for child/adolescent and /or community participation in local planning, budgeting and monitoring process? (*Probe*: good examples; need-based planning and budgeting; allocation of adequate budget; using disaggregated child data)
11. How effective is UNICEF's efforts to mobilize child clubs in local level planning and monitoring? *Probe*: How active are child clubs? Any good examples?
12. In your opinion, is UNICEF's response to COVID-19 in terms of support to local governments to reprioritize the activities in favour of children and women adequate? (*Probe*: key activities, value addition, what more could have been done; adaptation of working modality, timely response).
13. In what ways, if any, has UNICEF supported municipalities to formulate and implement periodic annual plans? In your view, how effective has this support been?

14. As you may be aware, UNICEF also experimented with a convergence approach through which a certain number of *pallikas* were selected for convergence programming. In what ways has UNICEF supported on the convergence approach vis-a-vis child friendly local governance?
15. How satisfied are you with the *modus operandi* of implementation of UNICEF work programmes at local level? What is the status of achievement of targets (per indicators) and reasons for any difficulty? (*Probe*: Effectiveness of Letters of Agreement; Reasons, if any, for delayed delivery; choice of partners and their action, and other reasons). [focus- with those with LoAs]

Gender Equality and Social Inclusion

16. In your opinion has UNICEF's effort contributed to introduce gender equity and social inclusion policy in local governments? (*Probe*: Gender disaggregated data; statistics).
17. In your opinion what type of support from UNICEF will help local governments to adopt GESI policy effectively?
18. In your opinion has UNICEF contributed to promote GESI policy in convergence municipalities?
19. How effective is UNICEF's support to encourage local governments to introduce gender responsive budget and gender budget audit?

Strategic Positioning

20. Is UNICEF best placed to address issues of decentralization as they affect its programme performance? (*Probe*: UNICEF resources for its core areas of work; are there other agencies who are better equipped to address these issues?)
21. How should UNICEF position itself in the changing context of federalization and devolution of authority to local government? What have been found to be effective that should be scaled up? What should be discontinued?

Annex 2: Perception Survey Questionnaire (ver. 9/4/2022)

About your Organisation

1. Name of your Organisation/Agency/Department:

2. Number of years your organisation **has been associated** with UNICEF Nepal: [select one option only]

Less than 6 months

6 – 12 months

1 to 2 years

More than 2 years

3. How long **have you been associated** with UNICEF Nepal? [select one option only]

Less than 6 months

6 – 12 months

1 to 2 years

More than 2 years

I am not associated with UNICEF as a partner, but I know their work

4. Are you familiar with the key thematic areas in the UNICEF Nepal Country Programme?

Not familiar

Somewhat familiar

Very familiar

5. In your engagement as a stakeholder, have you been **consulted or a participant** in the design or planning of the current UNICEF Nepal Programme Document?

Yes No

6. Please classify your organisation [select one option only]

- Federal Ministry;
- Federal Department/Agency
- Provincial Government/Agency
- Municipality
- Donor Agency
- UN Agency
- National NGO/CSO
- International NGO
- Media institution
- Academic institution
- Private sector

About your Association with UNICEF

7. Which of the following categories represent your previous or current association with UNICEF Nepal Country Office [may select more than one option]

- Implementing Partner
- Donor
- Technical support service provider
- Oversight/coordination
- No direct association

8. In which geographic area in Nepal is your engagement with UNICEF? [may select more than one option]

- National
- Province # 1
- Madhesh Province
- Sudurpashchim Province
- Karnali Province

Lumpini

None of the above

9. In which programmatic area of UNICEF Nepal are you engaged currently or have been engaged previously? [may select more than one option]

Child Protection

Nutrition

Health

Water, Sanitation and Hygiene (WASH)

Education

Social Protection

Disaster Risk Reduction and Emergency

Climate change

Early childhood development

Local Government

Other (please specify)

Relevance of the UNICEF Programme

10. Were you consulted during the Situation Analysis of UNICEF which preceded the current country programme?

Yes No Cannot remember

11. Is the current country programme based on the results and learnings from the previous programme?

Yes No Do not know

12. In your view, to what extent does UNICEF's programming meet the needs of children in Nepal? [select one option only]

Very much	<input type="checkbox"/>
To some extent	<input type="checkbox"/>
Not much	<input type="checkbox"/>
Not at all	<input type="checkbox"/>
Cannot assess	<input type="checkbox"/>

13. In your opinion, has the current Country Programme taken into consideration the national priorities on children (in your area of programmatic engagement)?

Yes No Do not know

14. If no, please indicate priorities that should have been included.

.....
.....

15. In your opinion, has the UNICEF programme taken into consideration provincial/municipal priorities regarding children (in your area of programmatic engagement)?

Yes No Do not know

16. If no, please indicate priorities that should have been included.

.....
.....

17. To what extent did UNICEF Nepal adopt strategies to reflect changes in its plans and implementation following the COVID-19 pandemic?

Very much	
To some extent	
Not much	
Not at all	
Cannot assess	

18. What are the comparative advantages brought by collaborating with UNICEF to undertake the work you are engaged in? Please indicate those briefly.

.....
.....

19. In your view, has UNICEF's work added value to other interventions by the Government of Nepal, donors, or other players? If so, please indicate in what way this value addition has happened.

.....
.....

Effectiveness of the UNICEF Programme

Please rate your opinion on effectiveness on a scale **1 to 4** (1 – very unsatisfactory; 2- moderately unsatisfactory; 3 – moderately satisfactory; 4 - very satisfactory) in the following areas [only one rating per question]

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
20. In your area of engagement, how effective is the UNICEF work in reaching the most vulnerable (=threat to well-being)?					
21. Are the Programme interventions reaching its target population?					
22. Are the outputs delivered in a timely manner?					
23. What is your opinion on the quality of work?					
24. What is your opinion on the partnership with you?					
25. What is your opinion on the level of skills and competency of UNICEF staff in providing the technical support?					

26. Please rate your opinion on effectiveness on a scale **1 to 4** (1 – very unsatisfactory; 2- moderately unsatisfactory; 3 – moderately satisfactory; 4 - very satisfactory) for the following question:

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
27. In light of the federalisation processes, UNICEF overall has been able to deliver its work programme effectively in the Provinces/districts					

28. If the rating is 1 or 4, please indicate the reasons that contributed to your assessment.

.....

29. If, in your opinion, effectiveness is to be improved, how would you suggest such improvements be undertaken?

- Increasing scale of operations
- Adopting different interventions
- Improving implementation modalities
- Working better with partners
- None

30. Please provide additional information on your suggestions:

.....

31. Please rate your opinion on the results UNICEF has contributed in the following thematic areas [only one rating per question] - Scale 1 to 4 (1 – very unsatisfactory; 2- moderately unsatisfactory; 3 – moderately satisfactory; 4 - very satisfactory) [Please answer only the section(s) relevant to your area of engagement or you are familiar with].

31.1. In your view, how satisfactory is UNICEF's work in Health?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) Strengthening national government capacity to provide equitable access to quality maternal and new-born services and to improve healthy behaviours					
(b) Strengthening subnational government capacity to provide equitable access to quality maternal and new-born services and to improve healthy behaviours					
(c) Strengthening national government capacity to provide equitable access to quality child health services and to improve healthy behaviours					
(d) Strengthening subnational government to provide equitable access to quality child health services and to improve healthy behaviours					
(e) Strengthening national government capacity to provide health services that are sensitive and responsive to					

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
adolescents' needs and to improve healthy behaviours					
(f) Strengthening subnational government capacity to provide health services that are sensitive and responsive to adolescents' needs and to improve healthy behaviours					
(g) Strengthening national governments' capacity to legislate, plan and budget to improve health systems, including mainstreaming Disaster Risk Reduction and Climate Change Adaptation to plan for, respond to and mitigate the effects of disasters and climate change					
(h) Strengthening subnational governments capacity to legislate, plan and budget to improve health systems, including mainstreaming Disaster Risk Reduction and Climate Change Adaptation to plan for, respond to and mitigate the effects of disasters and climate change					
(i) UNICEF's post-COVID 19 response in supporting health care systems in the Provinces					

31.2. In your view, how satisfactory is UNICEF's work in **Nutrition**?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) Strengthening the knowledge and the capacity of caregivers and communities to provide improved adolescent, maternal, infant and young child nutrition and care practices					
(b) Strengthening the capacity of health workers at subnational levels to provide quality care and treatment for/services to Severe and Acute Malnutrition (SAM) in children using standard protocols					
(c) Strengthening the capacity of health workers, Female Community Health Volunteers and communities to stimulate demand for supplementation (Vitamin A, Iron & Folic Acid, Micro-nutrient Powders)					

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
and to promote fortified foods (iodised salt, wheat flour) and a diversified diet					
(d) Enhance the resources and accountability of the Multi-Sector Nutrition Programme (MSNP) sector ministries and partners to legislate, plan and influence budget to improve nutrition interventions, including mainstreaming Disaster Risk Reduction/Climate Change Adaptation to plan for, respond to and mitigate the effects of disasters and climate change					
(e) The Sub national entities (Provincial and Local level) were fully engaged in planning, implementation and delivering child nutrition and care practices based on their priorities and needs					

31.3. In your view, how satisfactory is UNICEF's work in **Child protection**?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) Strengthen the capacity of state institutions at national and subnational level to legislate, plan and budget to prevent and respond to child protection concerns including during humanitarian situations					
(b) Enhance knowledge, skills and capacity of children, families/caregivers, teachers, communities and state institutions to prevent and respond to violence and exploitation of children					
(c) Enhance knowledge and capacity of Justice/security professionals and social workers to provide child friendly and gender-sensitive services to protect children in contact with the justice system					
(d) The sub national (Provincial and Municipality level) priorities with respect to child protections were met by the programme					

31.4. In your view, how satisfactory is UNICEF's work in **Education**?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(v) Strengthen the capacity of the government and communities to improve access to and quality of early learning opportunities (among children up to five)					
(w) Increase the capacity of the Government's education agencies to provide quality basic education (Grades 1-8) especially for the most disadvantaged children including those with disabilities, those who do not speak Nepali language at home, and in remote areas					
(x) Increase the capacity of Government's education agencies to provide adolescents (aged 10-19) with life-skills education and ensure school enrolment at an age appropriate level through non-formal and formal classes					
(y) Increase the capacity of the government agencies to legislate, plan, budget and monitor to improve education programmes, including mainstreaming Disaster Risk Reduction/Climate Change Adaptation and Schools as Zones of Peace (SZOP) with focus on improving children's safety and resilience					
(z) The education priorities of the local governments were realised through these programme					

31.5. In your view, how satisfactory is UNICEF's work in Water, Sanitation and Hygiene (WASH)?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) Increased capacity to improve water quality and functionality and to deliver and sustain safe water (especially schools and health care facilities)					
(b) Improved sanitation and hygiene behaviours and sector stakeholders have enhanced capacity to provide access to safe and sustainable sanitation and hygiene facilities in homes and institutions					
(c) Increased capacity to legislate, plan and budget to improve WASH systems, including mainstreaming disaster risk management					

31.6. In your view, how satisfactory is UNICEF's work in **Social Protection**?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) Improving the capacity of relevant national institutions for robust measurement, analysis and evidence on reducing child poverty, vulnerability and exclusion, including a strong economic case for building cognitive capital.					
(b) Strengthening the capacity of national and local governments to deliver an expanded and improved child-sensitive social protection system.					
(c) Improving the partnerships with and between national institutions and civil society to promote policy change for children.					
(d) The sub national priorities were incorporated and met by the programme					

31.7. In your view, how satisfactory is UNICEF's work in **Federalisation/ Local Governance**?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) Provincial governments and municipalities with development plans that include specific activities that address child priorities					
(b) Provincial governments and municipalities with budget allocated to child priorities					
(c) Provincial governments and municipalities with functioning mechanisms for child/adolescent and/or community participation in local planning, budgeting and monitoring processes					
(d) Capacity development of provincial and municipality representatives on child friendly local governance					
(e) Development of child friendly local governance (CFLG) operational guideline					

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(f) Development of Operational guidelines for convergent Palikas					
(g) Preparation of Multisectoral baseline for 29 Palikas					
(h) Participation in joint annual reviews					

31.8. In your view, how satisfactory is UNICEF's work in **DRR/Emergency?**

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(i) Availability of Child sensitive national or local risk management plans addressing risks related to disasters, climate change, conflict, public health emergencies or other crises					
(a) UNICEF response and recovery efforts to COVID-19 in meeting organizational benchmarks on risk-informed programming and peaceful inclusive societies for a resilient and child-centered response and recovery					
(b) Availability of planning and monitoring systems that explicitly address risks at national and subnational level					
(c) Development of capacity of stakeholders on disaster risk management and climate, energy and environment					

31.9. In your view, how satisfactory is UNICEF's **Programme Management?**

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) UNICEF Nepal has an effective monitoring system to ensure timely delivery of its work programme to the accepted quality					
(b) UNICEF Nepal provides adequate monitoring to ensure delivery for its allocations to the Central Government and Municipalities (Conditional grants)					
(c) UNICEF Nepal shares with its Partners its monitoring reports					

32. In regard to equity in UNICEF programming, please provide your opinion on the following questions pertaining to your area of work/engagement with UNICEF: [only one rating per question] – Scale 1 to 4 (1 – very unsatisfactory; 2- moderately unsatisfactory; 3 – moderately satisfactory; 4 - very satisfactory)

[Equity - The equity-based approach in UNICEF's programmes and policies seeks to understand and address the root causes of inequity so that all children, particularly those who suffer the worst deprivations in society, have access to education, health care, sanitation, clean water, protection and other services necessary for their survival, growth and development.]

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) UNICEF brings up equity aspects regularly in our collaborations					
(b) UNICEF requires all programmatic interventions to include aspects of equity					
(c) UNICEF has created an enabling environment for including of equity in programming in partners					
(d) UNICEF considers inclusion and empowerment of persons with disabilities in programming					
(e) UNICEF generates communications for equity inclusion and creates awareness amongst the citizenry.					

33. In regard to gender equality in UNICEF programming, please provide your opinion on the following in your area of work/engagement with UNICEF: [only one rating per question] - Scale 1 to 5 (1 – very unsatisfactory; 2- unsatisfactory; 3 – moderately satisfactory; 4 – satisfactory; 5 – very satisfactory)

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(f) UNICEF brings up gender equality regularly in our collaborations					
(g) Creating/supporting interventions with gender considerations that make a tangible difference in gender equality on the ground					
(h) Creating enabling environment for gender equality in programming in partners					
(i) Support promotion of sex-disaggregated data collection					
(j) Generating awareness and communication for gender equality					
(k) Participating in advocacy and policy fora					

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(l) Contributing towards gender budgeting/Citizen budgeting					
(m) Supporting policies to protect gender parity and equality					

Communication and Partnerships

34. In relation to the subject area of your engagement with UNICEF, please provide your opinion on the following: **[select one option only]**

UNICEF is best placed to support in my area of work

There are other agencies better equipped in the thematic area under reference

I am not sure

35. How satisfied are you in your partnership to implement the work programme of UNICEF? **[select one option only]**

Very unsatisfied

Moderately unsatisfied

Moderately satisfied

Very satisfied

36. Please give reason(s) for your choice.

.....

37. What is your opinion on the performance of NGOs/ INGOs/CSOs in implementation of UNICEF programmes [this question is only for non-implementing agencies]? **[select one option only]**

Very unsatisfied

Moderately unsatisfied

Moderately satisfied

Very satisfied

38. Please give reason(s) for your choice.

.....
.....

39. Are you satisfied with the way UNICEF is sharing information, reports etc, on their work? [select one option only]

Very unsatisfied

Moderately unsatisfied

Moderately satisfied

Very satisfied

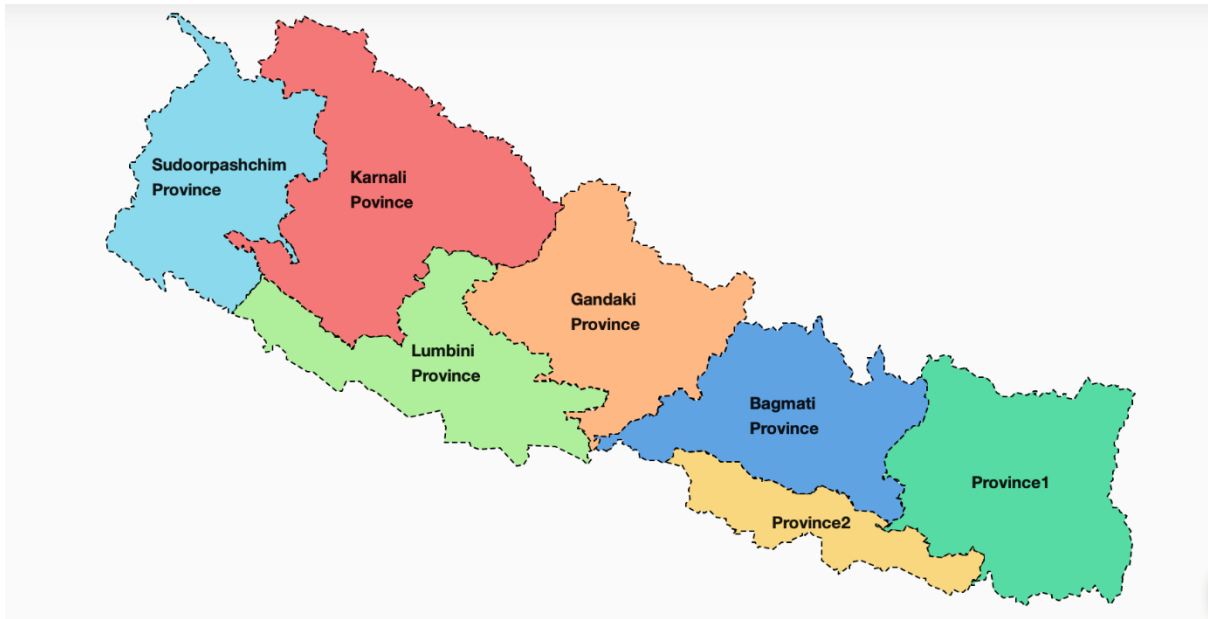
40. Please give reason(s) for your choice.

.....
.....

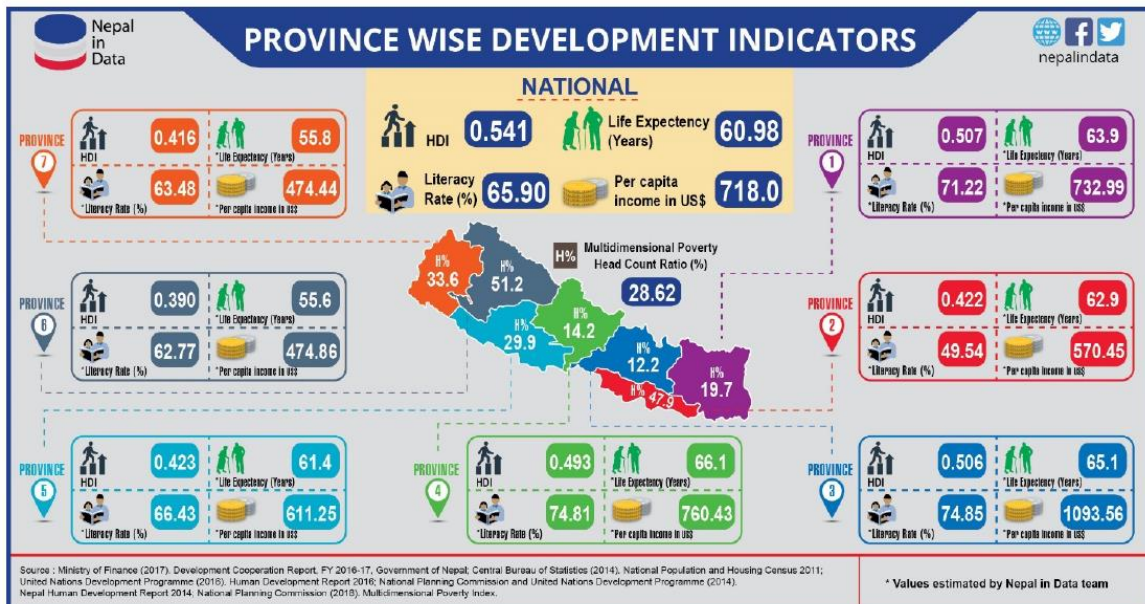
41. If you have any further comments on the engagement with UNICEF, please state them.

.....
.....

Annex 3.1 – Map showing UNICEF thematic activities in the convergent Palikas and Provincial Profiles



Provincial Profiles (Source: Nepalindata)



Annex 3.2 - Effectiveness – Desk Review

Terms of Reference:

To what extent were programme outputs and results delivered/likely to be delivered, and did they contribute to progress toward the stated programme outcomes?

The results framework for the Nepal CP is not in the CPD itself, but in the CPAP signed with GoN⁴. Following the mid-term review of the programme, an addendum to CPAP has been provided⁵. The outcome indicators remain unchanged in this Addendum.

The self-assessed results for the country programme are impressive. Overall, five out of the six programme outcomes are reported to be “on track” by the end of 2021; the fifth is the health outcome and is considered ‘partially met’. Across the Country Programme’s 22 outputs, four outputs are already met, and 13 are ‘on track’. Only four outputs are reported to be partially met, and just one output is labelled constrained (Table 3.1).

Table 3.1 - Overview of self-reported status for results by end 2021.⁶

Component	Outcome	Outputs met	Outputs on track	Outputs partially met	Outputs constrained	Total # of outputs
Health	Partially met		4			4
Nutrition	On track	1	2		1	4
Education	On track		4			4
Child Protection	On track	1		2		3
WASH	On track	2		1		3
Social Policy	On track		3	1		4
TOTAL		4	13	4	1	22

Across the programme, status reporting (met, on track, partially met, constrained) is uneven and appears to be judgmental. For example, the output that is labelled “constrained” has three indicators that are all met or on track and the corresponding narrative annual report gives no further information on why it is constrained. Some results that are reported as “met” or “on track” have achieved a target that is of the same value as the baseline.

The following sections provide a more detailed assessment of the actual achievements for each focus area of the review. Outputs that are either not on track for 2022, where measurement is unclear, or where final target was not achieved if set before 2022, are highlighted in light yellow. Achievements that stand out are highlighted in grey.

General comments on RAM:

- The planning framework in RAM is strong: there are for the most part well defined indicators, with baselines and annual targets that seem well planned with gradual progress throughout the Country Programme period.

⁴ UNICEF Nepal Country Programme Action Plan (2018-2022) UNICEF and Govt. of Nepal

⁵ CPAP, 2018-2022 Addendum

⁶ UNICEF Nepal Results Assessment Matrix (RAM) 2018-2021.

- Exceptions include several instances of targets being identical to or lower than baselines.
- The compliance with reporting is high: most output indicators are reported on every year.
- For most indicators, the sources vary from year to year (field reports, national surveys, administrative data, “other” etc.). This may result in differences in measurement affecting the value and making tracking of progress incorrect, however the advantage is that the CO keeps a “finger on the pulse” while waiting for the final 2022 measurement.
- Geographic area of scope is generally not defined. In some cases indicators appear national, though in other cases it can be inferred that it is related to focus areas, though this is not explicit. The consequence is that it is difficult to get a sense for the size/scope of the result (is an increase from 35 to 50% nationally, in a province, or across all convergence Palikas).
- Most result areas have a mix of what is referred to as “standard” and “additional” indicators.

Summary findings across thematic areas:

- At the output level, many results have been achieved ahead of time, or achieved well above target. This is impressive having faced two years of a pandemic. It appears that a few of these achievements are in training and perhaps due to remote facilitation of training.
- Coverage rates for several programmes with direct reach to children did either not decline as much as could have been expected during COVID-19 or bounced back rapidly in 2021.
- Most outcome levels are noted as on track, but very few have reported updated data on the outcome indicators. Sometimes related outputs are not on track, without this seeming to affect the rating of the outcome.
- In general, service delivery or coverage targets are more often achieved and well documented, while system strengthening and policy level indicators are less often achieved, or progress is not well captured even if target is achieved (e.g., target set at same level as baseline using a 1-4 scale).

The sections below are summaries focused on targets in CPAP/RAM and may not cover all or the most significant achievements if these have been outside the results framework.⁷

⁷ COVID-19 response is reported elsewhere.

Nutrition: Summary of reported outcome/output achievement⁸

Outcome: By 2022, children, including adolescent girls, and women of reproductive age have improved and equitable access to and use of adequate nutritious diets and improved nutritional behavior and care practices.

Indicators for achievement of this outcome:

Indicator	Comments/Observations
% of children 6-23 months with minimum dietary diversity	No data reported. Baseline 37, target 45%.
% of children 6-59 months with SAM who are a) admitted for treatment and recover and b) admitted for treatment and default.	No data reported (also no baseline or target set).
% of children under five who are stunted	No data reported. Baseline 36, target 28%. MICS 2019 found 31.5% nationally, down from 37% in MICS 2014.

Overall comments:

- Achievements cannot be assessed as no data are provided for the indicators, and it is unclear how NCO makes the assessments in the circumstances;
- The outcome is rated as 'on track', and there is no evidence for this assessment [MICS 2019 has data on reduced stunting but data relate to one year after the CP started].

Output 2.1 on increased knowledge and skills: By 2022, caregivers and communities have increased knowledge and skills to provide improved adolescent, maternal, infant and young child nutrition and care practices.

Indicators:

Indicator	Comments/Observations
# of caregivers of infants 0-23 months counselled on IYCF	On track for meeting the 2022 target for the CP (overachieved some years, below target in 2020). Reached more than 700,000 in 2021 (target 600,000).
% of health and nutrition workers trained to provide IYCF counselling per national standards	Fully achieved in 2020, no targets after that. <u>Additional comments</u> <ul style="list-style-type: none"> • <i>However, the baseline is in numbers (29,100) while the target is percentage (80). It is therefore not possible to assess the improvement reflected by the results.</i> • <i>The reported achievement in 2019 is zero, rapidly climbing to 80% in 2020. The reasons for this sudden change are not documented.</i>

⁸ In all sectional summaries, outputs that are either not on track for 2022, where measurement is unclear, or where final target was not achieved if set before 2022, are highlighted in light brown.

of service delivery points (HF or community) that provide YCF counselling

Fully achieved in 2020, no targets after that. Target (4,000 and 400) were achieved more than five-fold in 2019 (22,494) and 2020 (2,158).

Additional comments

- *Why were targets set so low? Did the situation change and provide new opportunities? Is the unit of measurement the same? What is the difference between this indicator and the preceding one?*

This is the only output in the entire country programme that has been labelled as “constrained”, although all three indicators are “fully achieved”. The narrative annual report of 2021 does not indicate why this is considered constrained.

Output 2.2 on treatment using SAM protocols: By 2022, health workers at sub-national levels have increased capacity to provide quality care and treatment for/services to SAM children using standard protocols.

Indicators

Indicator	Comments/Observations
% districts providing care for children with SAM as part of regular health and nutrition services.	Not achieved. Target only for one year (2020), reported result is 49%, shy of target of 55, but progress from baseline of 42.
# of children 6-59 months admitted for treatment of SAM	Fully achieved. Target only for one year (2020), reported 5698 children vs target of 5000.

The CO rates this output as “met”, which is only partially correct, as the first indicator did not reach its target. It is unclear why both SAM indicators are targeted only for 2020 because progress on SAM treatment is key in the planning documents for reduction of wasting, as well as indirectly reducing stunting further.

Output 2.3 on supplementation and fortified foods: By 2022, health workers, female community health volunteers (FCHVs) and communities have increased capacity to stimulate demand and provide supplementation of micronutrients (Vit A, IFA, MNP), and stimulate demand for fortified foods (iodized salt, wheat flour) and diversified diets.

Indicators

Indicator	Comments/Observations
# of pregnant women who receive iron and folic acid supplementation	On track for 2022. From a baseline of about 315,000 annually, the current programme set a target to raise the number to between 469,000 to 758,000 each year (highest in 2019, lowest for the years 2020-2022). Reported achievements are below target in 2019 and 2020 (280,000 during Covid), but on track again for 2021. <u>Additional comment:</u> <ul style="list-style-type: none"> • <i>The NCO website reports that almost half (46%) of pregnant women is anaemic which is at variance with the latest NMSS (micronutrient survey) which reports coverage of IFA as over 90%. The reasons are not reported.</i>

of children 6-59 months who received 2 annual doses of Vit A

Lagging behind. The target of the CP was to bring it from a 2016 baseline of about 2.38 million to 2.66 million annually. In pre-COVID years, achievement was 2.43 and 2.17. During the pandemic in 2020, the coverage *increased* to 2.30 m, which seems impressive. In 2021: 2.19, almost 500,000 below its planned annual coverage. While the exact target has not been achieved, there was an impressive retention of coverage during COVID, but the programme is not yet on par with its coverage in the previous CP.

Additional comment:

- *Only in the first year of the CP was the NCO able to cover a higher number of children than the baseline. The reasons for this trend are unclear but would be useful for the next CP to achieve the coverage as planned. The 2016 NMSS measured Vit A deficiency to be 4% among 6-59 months, ref comment on iron deficiency above)*

These are long-standing UNICEF Nepal interventions with national coverage. As both programmes are reportedly reaching 80-90%, how is UNICEF supporting more on purposeful targeting of the 10-15% unreached?

Output 2.4 on on DRR and system strengthening: By 2022, MSNP sectoral ministries and partners have increased capacity to legislate, plan and budget to improve nutrition interventions, including mainstreaming DRR to plan for, respond to and mitigate the effect of disasters.

Indicators

Indicator	Comments/Observations
National or local nutrition sector plans integrate risk management strategies addressing risks related to disasters, climate change, conflict, public health emergencies etc.	On track. Reported on target (1) most years. <u>Additional comment:</u> <ul style="list-style-type: none"> • <i>It is unclear whether the statements refer to the same plan for all years. How are the local plans counted here or has there not been any progress below national level? Whilst the indicator mentions of plans at several levels, it is unclear why target is set at 1.</i>
Existence of a functional national multisectoral committee for nutrition.	Fully achieved (by 2019).
# of primary caregivers of children 0-23 months who received IYCF counselling	Not reported on. Target only for year 2020 (200,000). Appears to be the same indicator as in 2.1 above, but with much smaller target.
% allocation “of sectoral budget for nutrition specific”	Possibly on track for 2022. Target is a gradual increase from baseline of 0.31 to 1.5 by 2022. No reported data save for 2020, when it was on target.
% allocation “of sectoral budget from MoFAGA, Provincial and Local Governments for nutrition sensitive”	On track. Annual targets to increase from baseline of 1.8 in 2016, towards finally reaching 5 per cent in 2021 and 2022. Reported 4 for 2020 and 2021.

Education: Summary of reported outcome/output achievements

Outcome statement: By 2022, all children, especially the most disadvantaged, benefit from improved access to, participation in and learning outcomes in pre-primary and basic education within inclusive, safe and protective environments.

The indicators for achievement of this outcome are:

Indicator	Comments/Observations
Survival/retention rate in lower secondary education	Baseline and target missing. No reported update. Both indicators marked “on track”.
Average learning outcome results in core subjects	
# of out-of-school children enrolled in basic education	There is no reporting for any year, except mid-year 2018, at a total of 170,000 (62,000 girls). Target by 2022 is 500,000 total (300,000 girls). The indicator is marked as “on track”, though there are no reported data. Target should have been set based on earlier achievements and improving either coverage or targeting. But baseline is set at 0. The improvements sought from earlier CP are not clear.

The Outcome is rated “on track” by the NCO, although there is no recent measurement of any of the indicators. Thus progress towards achieving the outcome cannot be assessed. It is also unclear on how the NCO will measure progress in the absence of baseline.

Output 3.1 on capacity for ECD: The Government and communities have increased capacity to improve access to and quality of early learning opportunities (among children under 5 years).

Indicators

Indicator	Comments/Observations
# of children benefiting from ECE through alternative approaches	On track. 2021 target was 50,000, reported 72,000, which is above 2022 target of 60,000). <u>Additional comments:</u> <ul style="list-style-type: none"> <i>Even in 2020 target was overshoot (48,000 reached vs target 40,000).</i>
14 000 caregivers will receive parenting education	Fully achieved in 2019. Baseline 7,615, target only for 2019 (14,000). Reported over 33,000 in 2019.
# of caregivers receiving parenting education including positive discipline	Fully achieved in 2019. No baseline. Target only for 2019: 7,000 vs reported over 13,000 in 2019 <u>Additional comments:</u> <ul style="list-style-type: none"> <i>The difference of this indicator from the preceding one is not clear.</i>
Parenting handbook developed	Unknown if on track. Drafted in 2019, no further update.

Indicator	Comments/Observations
Availability of a national ECD policy or implementation plan for scale up	Achieved. Baseline 0, target only for 2020. Reported 1 on target in 2020.
Existence of effective governance for early learning (score 1-4)	No change reported. Baseline 2, target only for year 2019 and at the same level as baseline, also reported achieved (2) in 2019. <u>Additional comments:</u> <ul style="list-style-type: none"> <i>This is labeled “fully achieved” and technically it would seem so, but what is the difference from the baseline when the ranking is the same?</i>
# of local bodies with integrated ECD Plans	Unclear if on track. Reported above targets in 2018 and 2019, but far below in 2020 and especially 2021 (target 65, achieved 14). Trend suggests it will not be achieved. <u>Additional comments:</u> <ul style="list-style-type: none"> <i>It appears that the target might be cumulative, as the number increases every year, while the reported progress does not appear to be cumulative. If this is the case, the target has been fully achieved already in 2019, which would explain why it is reducing so much in the recent years. Reporting is unclear here. Ideally the RAM format should indicate if a target/reporting is cumulative or not – there are several similar incidences.</i>
# of municipalities utilizing ELDS for monitoring	Unknown, no progress reported. Target is only for 2022 (5), from a baseline of 0.

Output 3.2 on quality basic education: The MoE has increased capacity to provide quality basic education (grades 1-8), especially for the most disadvantaged children including those with disabilities, those who do not speak Nepali language at home, and in remote areas

Indicators

Indicator	Comments/Observations
Availability of materials and communication that support inclusion of CwD	Progress unknown for all five system strengthening indicators.
Existence of appropriate law/policy explicitly mentioning the right of CwD to education.	The first four indicators all have targets that are the same as the baseline (rank 2 or 3 out of 4) and report the same ranking as achievement in 2020. All are labeled “fully achieved” in 2020. <u>Additional comments:</u>
Community engagement in multilingual/mother-tongue education.	<ul style="list-style-type: none"> <i>The change expected cannot be assessed as the target is the same as the baseline.</i>
Availability of human and material resources to support multi-lingual/mother tongue education.	The last indicator on child friendly schools, has a baseline of 0, target of 20 (should probably be 2), reported 0 in 2020 and is still considered “partially achieved” – though there is no change from baseline.
Availability of quality CFS/CFE standards consistent with Child Friendly Schools or similar models.	All five have targets for the year 2020 only, and it is unclear why targets have not been set for earlier years.
# of schools providing instruction in mother tongue in grades 1-3 with UNICEF support.	Fully on track, reported 449 in 2021 vs target of 350. However, it is unclear whether or not these are cumulative numbers.

Indicator	Comments/Observations
# of small schools (<100 students) supported by UNICEF through CFS model.	Fully on track, reported 130 in 2021 vs target of the same. Overachieved in 2019 and even 2020.
# of schools with UNICEF support using materials that support inclusion of CwD.	Somewhat behind, reported 348 in 2021 vs target of 450. Target for 2022 is 600. <u>Additional comment</u> <ul style="list-style-type: none"> <i>The progress is slow, and the reasons are unknown. There may be reasons useful for the next CP. Further, the indicator is naïve (What is meant by “materials that support inclusion of CwD”? - the indicator is generic, but IE requires different approaches/materials for different disabilities (hearing, vision, mental etc.).</i>

Output 3.3 on adolescents: MoE has increased capacity to provide adolescents (aged 10-19) with life-skills education and ensure school enrolment at an age-appropriate level through non-formal and formal classes

Indicators

Indicator	Comments/Observations
Lower secondary school-aged children accessing formal or non-formal education with UNICEF support	Fully achieved, 8,628 in 2021 vs target 4,790. No 2022 target. <u>Additional comment:</u> <ul style="list-style-type: none"> <i>Target is less than the baseline (12,000).</i>
# of g/b who have participated in skills development programmes through UNICEF	Fully achieved and more. Reported over 138,000 in 2021, vs target of 6450. <u>Additional comment:</u> <ul style="list-style-type: none"> <i>Target seems be unusually low, and the reasons for setting a low target are unclear.</i>
Community engagement support the mainstreaming of skills development within the national system, score 1-4.	Progress or change unknown. The reported achievement (on target) in 2020 and 2021 is the same as the baseline.
# of provinces that have adopted and are implementing equivalency framework aligned with National Qualification Framework approved by govt.	Behind. Target is five provinces by 2022, so far reported 1. This is reported as “on track” in 2021, despite reporting 0 against a target of 1 that year.

Output 3.4 on government capacity and DRR: The Government has an increased capacity to legislate, plan, budget, and monitor to improve education programmes, including mainstreaming DRR/CCA and schools as zones of peace (SZoP) with the focus on improving children’s safety and resilience

Indicators

Indicator	Comments/Observations
# of schools implementing safe schools protocols (COVID prevention and control)	Achieved. Final target in 2021 was 200, reported 533. No 2022 target.
# of children supported with distance/home-based learning (COVID)	Achieved. Target in 2021 was 200 000, reported 275 000. No 2022 target.
National education sector plans/policies support gender-responsive environments (score 1-4)	Limited and unclear progress. All three system-strengthening indicators report achievement at the same score level as the baseline (except national strategies which increased from 2 to 3). Still they are rated fully or partially achieved.
Existence of national strategies to address inequities in education access, participation and retention (score 1-4)	
National EMIS provides quality and timely data (score 1-4).	
# of local governments with comprehensive education sector plans that are based on the integrated CFS model and include equity-based costed strategies.	Lagging behind. Reported 62 in 2021 against target of 150.
# of schools/communities developing and implementing DRR measures with UNICEF support	Achieved ahead of time. Reported 1185 in 2021 vs target of 1000. No dip in results during COVID both years.
% of targets of the School Sector Development Plan/Edu Sector Programme Results Framework reached on an annual basis	On track, target is 70% every year, reported just below that all years except 50% in 2020.
% of public schools in UNICEF target provinces that are open as per the academic year	Was on track until 2021. Target to increase to 90% from a baseline of 70 by 2022. Reported as high as 89% in 2020! But 0 in 2021.
# of community schools using their EMIS generated school profile for planning and SIP budgeting.	Achieved ahead of time. Target 300 by 2022, reported 327 in 2021.

WASH: Summary of reported output/outcome achievements

Outcome statement: By 2022, children and their families have improved and equitable access to and use of safe and sustainable drinking water and sanitation services and improved hygiene practices.

The indicators for achievement of this outcome are:

Indicator	Comments/Observations
Proportion of the population practicing open defecation	On track, reported 5 in 2021, close to the 2022 target of 3 (from baseline 10).
Proportion of the population using a safely managed drinking water service at community level	Not on track. Target is 30 by 2022 (baseline 27). Reported 19 in 2021 (MICS, same as for 2020).

Unlike nutrition and education above, WASH has updated progress on outcome indicators.

The outcome is assessed by NCO to be on track – but this is only ODF indicator. Safe water indicator is not on track based on RAM. The reasons for drop in safe water access in 2020 are not known (data are from MICS and was collected pre COVID)

Based on the outputs below, WASH in schools and health facilities is lagging behind.

Output 5.1 on safe water: Increased capacity to improve water quality and functionality and to deliver and sustain access to safe water (especially in schools and healthcare facilities).

Indicators

Indicator	Comments/Observations
# of people with access to a safe drinking water source in the reporting year, as a result of direct UNICEF support.	Overachieving, reported 51,000 in 2021 against a target of 42,000. Target 2022: 50,000
# of people living in water safe communities in the reporting year, as a result of direct UNICEF support.	Overachieving, reported 47,000 in 2021 against target of 20 000. Target 2022: 30,000.
# of local bodies (municipalities) with water quality monitoring mechanism operationalized	On track, overachieved in earlier years, underachieved in 2021.

Output 5.2 on sanitation and hygiene: Improved sanitation and hygiene behaviors and sector stakeholders have enhanced capacity to provide access to safe and sustainable sanitation and hygiene facilities in homes and institutions

Indicators

Indicator	Comments/Observations
# of schools with WASH services that meet national – three-star category.	Behind, reported 45 in 2021 against target 100. Overachieved in earlier years, but in total still behind.
# of additional people with access to basic sanitation services through UNICEF supported programmes	Achieved. Total target 500,000 by 2021 (no target for 2022), reported in total 580,000 by 2021.
Handwashing behavior change programming exist at community level (ward)	On track for 2022 (target only from 2020 onwards). No progress in 2020, but 2021 achieved.

Indicator	Comments/Observations
# of healthcare facilities with basic WASH services in the reporting year as a result of UNICEF direct support.	Behind. Up until 2021 target 44, reported 21.

Output 5.3 on system strengthening and DRR: Increased capacity to legislate, plan and budget to improve WASH systems, including mainstreaming disaster risk management

Indicators

Indicator	Comments/Observations
Existence of functioning cluster coordination mechanism for WASH in hum situations	Achieved. Target from no to yes in 2020. Reported yes by 2020.
# of local government with WASH plans developed integrating climate resilient development and/or risk management.	Not achieved by 2021 (no 2022 target). Target 1 national by 2018 (not achieved), 75 local by 2021 (58 reported).
# of national/sub-national WASH sector policy instruments developed and operationalized	On track. Reported 3 (on target) in 2021.
Existence of functioning cluster coordination mechanism for WASH in hum situations at sub-national level (prov/Palika).	Achieved (no 2022 target). Reported 24 by 2021, above target of 22.
UNICEF targeted population in hum situations accessing appropriate WASH facilities in community, schools, learning spaces etc.	Target zero for all years. Reported 180 000 in 2020 and 203 000 in 2021. <u>Additional comment:</u> <ul style="list-style-type: none"> <i>Reasons for not setting target are not stated.</i>

Social policy: Summary of reported outcome/output achievements

Outcome statement: By 2022, children benefit from strengthened policies and programmes that address child poverty, vulnerability and exclusion

The indicators for achievement of this outcome are:

Indicator	Comments/Observations
% and trend in resource allocation for key social sectors for children	Progress unknown. No reported data, save for statement “social spending is growing”. Baseline for spending in three sectors set, but target only set for social policy and not health/edu.
Strategy for child poverty reduction articulated and included in national development plan or national policy documents.	No reported data. Target is 1 by 2022, from a baseline of 0.
% of children covered by the child grant programme.	No reported data. Target is from 20 baseline to 67 by 2022.

All three are rated on track, but there is no reported progress so far. The reason(s) for paucity of data are not given. The status cannot be measured, and the 2021 narrative report does not give additional information, except for the last indicator: The child grant scheme was expanded to 11 new districts.

Assessing the outputs below, partnerships-related targets are not on track for 2022.

Output 6.1 on capacity for child poverty analysis: Relevant national institutions have improved capacity for robust measurement, analysis and evidence on reducing child poverty, vulnerability and exclusion, including a strong economic case for building cognitive capital

Indicators

Indicator	Comments/Observations
National government measurement of child poverty using multidimensional measures.	Not achieved. Target 1 by 2020, reported 0 in 2020. No further targets. However, this indicator is labelled 'partially achieved'; if this relates to the Multi-dimensional Poverty Index, that should be clearly stated.

Output 6.2 on social protection: By 2022, strengthened capacity of national and local government to deliver an expanded and improved child-sensitive social protection system

Indicators

Indicator	Comments/Observations
Existence of valid national social protection strategy and/or policy	Fully achieved. Reported 1 in 2020 and 2021. No 2022 target.
# of children reached by cash transfers as a hum response	Overachieved. Annual targets are 3-500, reported over 13,000 in 2021 (only year of reporting).
Cash transfer system is effectively implemented including expanding coverage and improving inclusion of children.	On track for 2022. Reported 1.08m in 2021 (target 900k).
Findings from impact assessment and evaluation of the expanded Child Grant used to improve programme design and delivery.	On track for 2022, reported 1 as targeted in 2020.

Output 6.3 on partnerships: By 2022, improved partnerships with and between national institutions and civil society to promote policy change for children

Indicators

Indicator	Comments/Observations
Citizens (including children) empowered to participate in (sub)national budget process to improve budget transparency and accountability.	Not on track. Targets 0 except 2021 – 1 and 2022 -2. Reported zero in 2021. However, it is unclear as to what is being measured.
Evidence generated on budgets and their linkages to child outcomes to improve budget allocations for children	On track for 2022.
Joint policy advocacy programme on child poverty and investing in children with key dev partners such as WB, academia, civil society.	Already achieved. Again, it is unclear as to what is being measured.
Parliamentarian-led initiatives on PF4C and child marriage.	Slightly behind, target 2 by 2021, reported 1.

Local governance: Summary of reported outcome/output achievements

Output 6.4 on local governance: No output statement, but the output is “dedicated to promoting child friendly local governance in the federal context”. New output following MTR in 2020 in agreement with MOFALGA, endorsed by government in October 2021. As the list below shows, in most cases this output was not on track by end 2021. However, the agreement with the government to add this output had only been signed a few months earlier, leaving very little time if any, to implement. It is included here for overview purposes only.

Indicators

Indicator	Comments/Observations
% local governments with development plans that include specific activities that address child priorities.	Not on track. Reported 2 in 2021 against target of 5. Target 10 by 2022. <u>Additional comment</u> For the first three indicators in this list, targets are set below baseline, and the reasons are unclear.
% local governments with budget allocated to child priorities.	Not on track. Reported 2 against target of 14 in 2021. Baseline in 2020 was 19.
% local governments with functioning mechanisms for child/community participation in local planning	Reached annual target in 2021.
# of provincial and local government representatives capacitated on CFLG	Not on track. Reported 50 in 2021 against target 100. Target 800 by 2022.
Availability of CFLG operational guideline	Reported 1 as targeted in 2021. No 2022 target. However, it is considered ‘partially achieved’.

Indicator	Comments/Observations
# of local governments that produce municipal profiles using child related sectoral data	Not on track. Reported 2 in 2021, target 17 by 2022.

Local governance was initially mainstreamed in the CP, hence in addition to the above output, each sectoral area has some indicators on this (and where programming has been ongoing since 2018 and is more useful to review progress). This work is generally captured in the last output under each sector, for some it is also incorporated into each output. These indicators are all in the review above. In summary:

- Typical areas of focus/work are: Increasing the number of local governments with comprehensive/integrated sectoral plans; provinces or municipalities using particular frameworks or monitoring tools/mechanisms; development and use of policy instruments at subnational level, budget allocation monitoring and citizen participation in budget process at local level.

In comparison with the NCO overall, results on local governance indicators are somewhat less strong, with several not on track for 2022 targets. WASH, DRR and nutrition appear to have stronger results on this.

DRR/Emergency: Summary of reported outcome/output achievements

DRR/emergency was streamlined across thematic areas in the current country programme. In addition to the last output under each outcome above, a separate output was created under Outcome 7, Programme Effectiveness.

Output 7.3: DRR/Emergency

Indicator	Comments/Observations
Existence of child-sensitive national or local risk management plans	Achieved (no 2022 target). The measurement is a bit unclear, it says per cent, but target coverage is going down in later years (45% in 2020, 26% in 2021).
UNICEF COVID response meeting organizational benchmarks on risk-informed programming	Achieved by 2021, no 2022 target.
Existence of planning & monitoring systems that address risks at national/sub-national level	Overachieved 2022 target (27) by 2021 (50).
# individuals benefiting from emergency response, incl COVID response	Overachieved 2022 target (200 000) by 2021 (750 000), due to COVID response. However, no report for 2018, target over 20 000.
# stakeholders capacitated on DRR and climate, energy and environment	Achieved. Target 3,000 by 2021, reported over 30,000. No 2022 target.

For the DRR output, all targets have been achieved, including local governance indicator on planning & monitoring systems that address risks at local level.

DRR results in other sectoral areas are included in the tables for each sector above. In summary, the focus is on integration of risk management and more in sectoral plans at

national or local levels, implementation of DRR measures in schools and communities, cluster coordination mechanisms as well as direct humanitarian support.

Overall, most relevant indicators are achieved, several far above what was planned (likely COVID related).