



UNICEF Nepal Country Programme Review

Report of the Perception Survey

Volume III

2 July 2022

Acronyms and Abbreviations

CPR	:	Country Programme Review
CSOs	:	Civil Society Organizations
CwD	:	Children with Disabilities
DRR	:	Disaster Risk Reduction
GoN	:	Government of Nepal
INGOs	:	International Non-Governmental Organizations
KII	:	Key Informant Interview
M&E	:	Monitoring & Evaluation
MSPN	:	Multi-sectoral Plan for Nutrition
NCO	:	Nepal Country Office (UNICEF)
NGOs	:	Non-Governmental Organisations
PS	:	Perception Survey
SBC	:	Social & Behaviour Change
SPSS	:	Statistical Package for the Social Sciences
UN	:	United Nations
UNDP	:	United Nations Development Programme
UNICEF	:	United Nations Children's Fund, (United Nations International Children's Emergency Fund)
UNICEF NCO	:	UNICEF Nepal Country Office
UNICEF ROSA	:	UNICEF Regional Office for South Asia
WASH	:	Water Sanitation and Hygiene

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1. Introduction

As a part of the Country Programme Review (CPR) of UNICEF Nepal, it was decided to conduct a Perception Survey of stakeholders primarily focussing on relevance, effectiveness, and satisfaction of the stakeholders on UNICEF NCO's positioning, and programming and implementation.¹ The Perception Survey was expected to widen the reach to stakeholders and partners, particularly given that the CPR was to engage a limited number of key informants due to the short duration of the CPR.

2. Methodology

A questionnaire to capture the requisite information on UNICEF NCO's programme relevance and effectiveness, positioning, and stakeholder satisfaction on programme implementation and results was developed in consultation with UNICEF ROSA. The questionnaire is at Annex 1. The questionnaire was also available in Nepali.

Selection of Respondents:

The stakeholders to be engaged in the PS were identified by UNICEF NCO in consultation with UNICEF ROSA. A total of 126 stakeholders consisting of representation from Federal Government, Local Governments, CSOs, INGOs, UN Agencies, and Development Partners were identified (Annex 2). They were invited to participate in the survey (Annex 3). Table 1 provides the analysis of stakeholders identified for PS.

Table 1 – Summary of stakeholders identified for the Perception Survey

(a) Group/Agency	No
Federal Government	35
Provincial/LGs	49
Development Partners	8
UN/INGO/CSO	34
TOTAL	126

(b) Stakeholders by thematic areas	No
Child Protection	12
Social Policy	10
DRR	8
Education	13
WASH	22
Health	19
Nutrition	14
Overall programme (General)	28
TOTAL	126

(c) Stakeholders by Provinces	No
Madhes Province	14
Lumbini Province	13
Karnali Province	13
Sudurpaschim Province	8
Gandaki Province	1
TOTAL	49

The Perception Survey (PS) was carried out online using Google Forms from 15 April to 26 May, 2022 with the 162 stakeholders identified. There were 94 responses (75%) (Table 2). Most who did not respond were from the Government agencies and local authorities from the Provinces. These officials were pre-occupied with the elections.

¹ Cf. Item # 4 of the Methodology in the Terms of Reference for the Country Programme Review

Table 2 – Responses for the Perception Survey

Agency	No.	%
Federal Ministry	11	11.7
Federal Dept/Agency	9	9.6
Provincial Gov/ Agency	25	26.6
Palikas	8	8.5
Donor Agencies	3	3.2
UN Agencies	3	3.2
National NGO/CSO	23	24.5
INGO	9	9.6
Private Sector	1	1.2
Associations/Networks	2	2.1
TOTAL	94	100

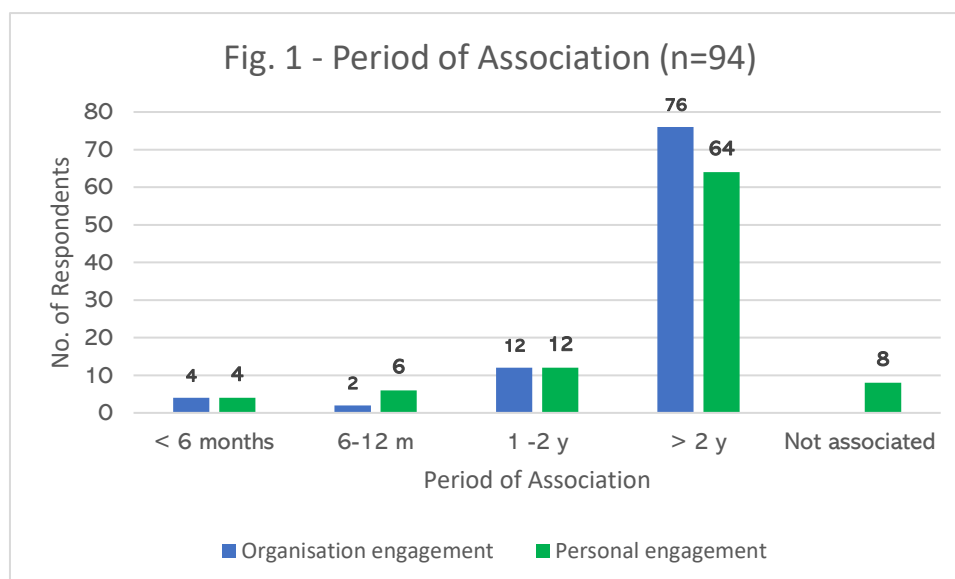
Analysis of data

Data collected from the Google Form and transferred to a spreadsheet were exported into SPSS software and data cleaning was undertaken to correct errors, if any. Once the datasets were cleaned, they were analysed using the exploratory data analysis technique to obtain descriptive statistics.

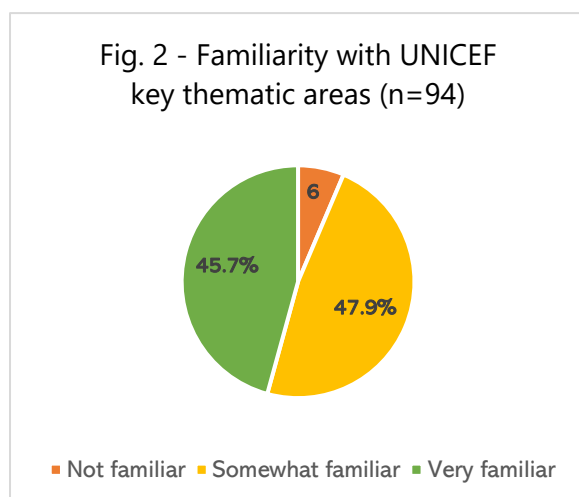
Characteristics of the Respondents

Respondents' association with UNICE NCO

As shown in Fig. 1, the majority had over two-years institutional (81%) and personal (68%) association with UNICEF NCO.



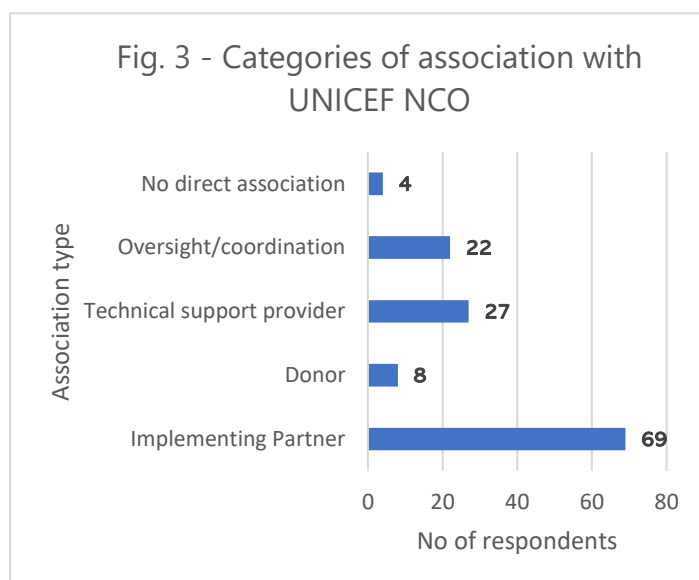
Respondents' familiarity with the UNICEF programme



Forty six per cent of the respondents were very familiar with UNICEF NCO thematic areas (Fig. 2).

Thirty-five per cent (35%) of the respondents stated that they had been either consulted by UNICEF NCO or have been a participant in the design or planning of the current Country Programme.

As shown in Fig. 3, most respondents acted in multiple roles in their association with UNICEF NCO and 69 were associated in some form of implementation.



69 were associated in some form of implementation.

The geographic spread of the respondents shows that many were involved with UNICEF NCO in more than one geographic area (Table 3).

Table 3 – Geographic spread of the Respondents

Geographic area	No.	%
National	43	24.9%
Province # 1	6	3.5%
Madhesh Province	26	15.0%
Lumbini Province	25	14.5%
Karnali Province	27	15.6%
Sudurpashchim Province	26	15.0%
Bagmati Province	12	6.9%
Gandaki Province	7	4.0%
None of the above	1	0.6%

The respondents' programmatic area of engagement is in Table 4. This too shows multiple engagements in more than one programmatic area, as to be expected particularly in sub-national agencies.

Table 4 - Programmatic area of engagement (multiple choices)

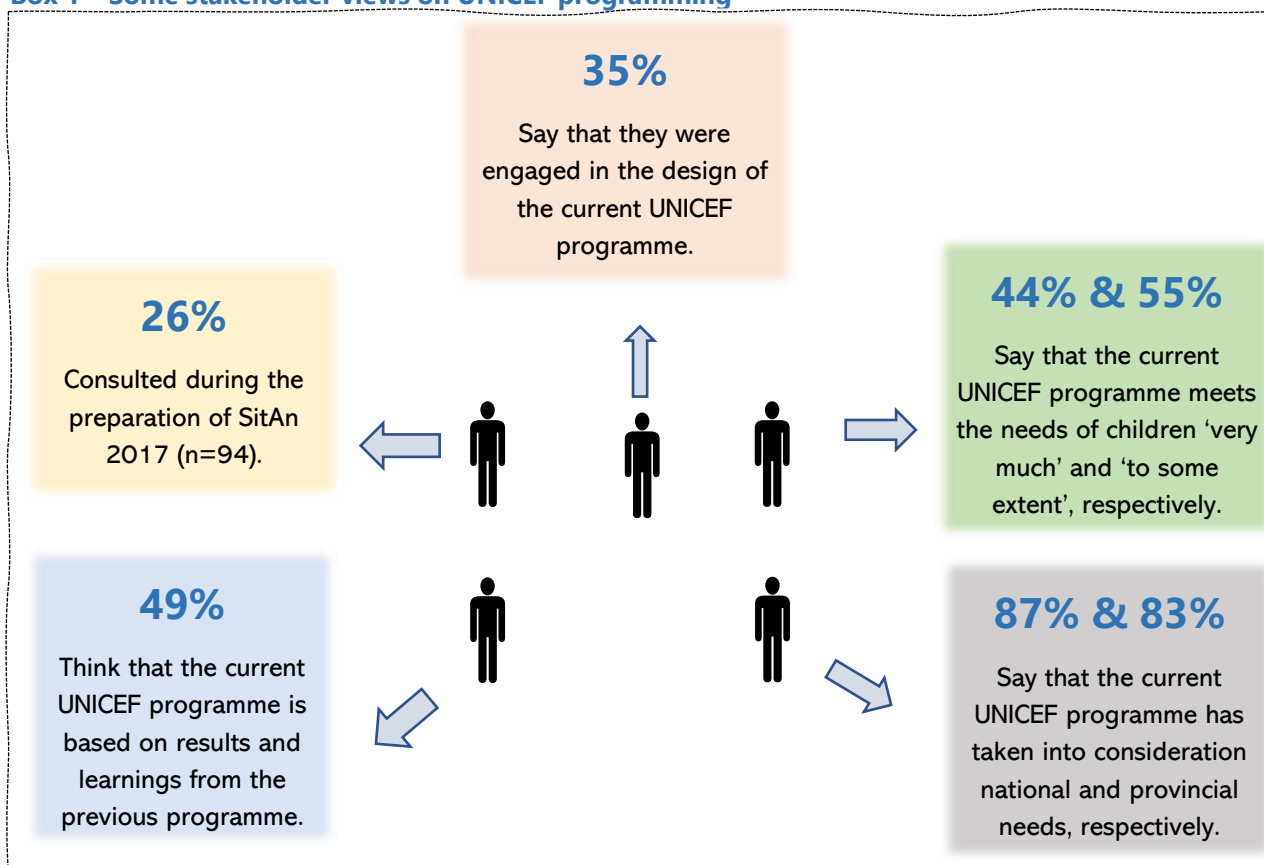
Programmatic area	No.	%
Child Protection	40	13.4%
Nutrition	40	13.4%
Health	43	14.4%
Water, Sanitation and Hygiene (WASH)	41	13.8%
Education	33	11.1%
Social Protection/Social Policy	19	6.4%
Disaster Risk Reduction and Emergency	32	10.7%
Climate change	5	1.7%
Early Childhood Development	21	7.0%
Local Governance	12	4.0%
Other		
<i>Immunization</i>	1	0.3%
<i>Covid-19 response</i>	1	0.3%
<i>Risk Communication and Community Engagement</i>	3	1.0%
<i>Social & Behaviour Change</i>	1	0.3%
<i>Mental Health and Gender related programmes</i>	1	0.3%
<i>Unspecified</i>	5	1.7%

3. Findings of the Survey

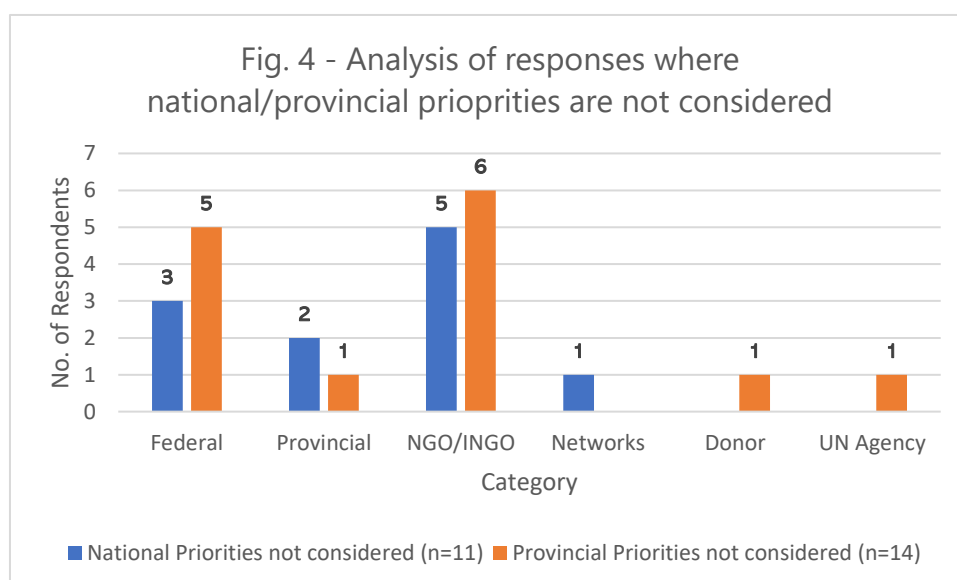
3.1. Relevance of the UNICEF Programme

Stakeholder perceptions on UNICEF programming and their involvement is presented in Box 1.

Box 1 – Some stakeholder views on UNICEF programming



The 14 respondents who did not think that provincial/Palika priorities have not been considered in the Country Programme included five federal officials, one sub-national official, six NGO/INGOs, a donor and an UN Agency (Fig. 4).

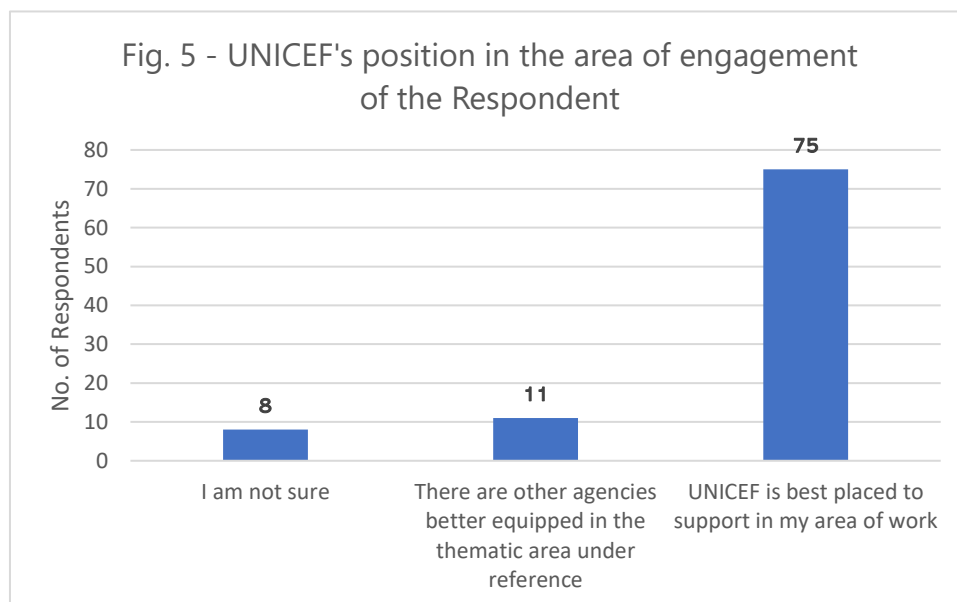


'Missing Priorities': The respondents suggested a few areas which they perceived as priorities or approaches missed by UNICEF NCO. These are as follows:

- UNICEF could consider addressing the local context specific problems and local priorities instead of only engaging so extensively through federal level ministries.
- The provincial programs are inadequate. For example, education should consider provincial programmes.
- Malnutrition reduction, newborn care, issues of child labour should be especially taken into account in formulating programmes.
- UNICEF has supported access to WASH services to the community. These services should be extended to other areas because UNICEF's work is well accepted and known to many. Government does not have the resources to expand these services.

UNICEF adopting changes following COVID-19: In regard to UNICEF changing its planning and implementation following COVID-19, 38 (or 40%) and 46 (or 49%) respondents felt that 'UNICEF changed the plans very much' and 'to some extent', respectively (n=94).

UNICEF's positioning and comparative advantage: Almost all respondents were of the view that UNICEF is best placed to support them in their area of work (Fig. 5).



Some of the key observations of the respondents with regard to UNICEF's comparative advantage are summarised below:

- Structured planning of programmes based on evidence with implementation facilitated by competent staff;
- UNICEF's strong technical expertise able to generate results useful for policy influencing;
- Although not a major donor, UNICEF has the trust of the government with their presence and contributions even during difficult times in Nepal;

- The programme results (e.g., regular immunization and Covid-19 vaccination, improvements to nutrition, WASH and Health care including systems strengthening) have brought changes in the society which places UNICEF at an advantage;

All comments of the stakeholders are in Annex 4.

Value-addition by UNICEF: The respondents views on how UNICEF’s work added value to other interventions of GoN, donors or other players included: bringing global perspectives and best practices to the programmes, use of Social and Behaviour Change messaging during COVID-19, acting as a catalyst to bring programme focus, and upscaling successful interventions. Box 2 gives some of the key messages (a full list is found in Annex 5).

Box 2 – Some key messages from respondents on UNICEF’s value addition

- UNICEF's work has definitely added value to other interventions from the GoN and other donors and bi-lateral agencies as UNICEF's work in all the prominent sectors of child protection, education and health including the child mental health all of which are priority agenda for the government of Nepal and the line agencies. UNICEF's global overview of the issues and its inputs both knowledge base and financial contribution has helped enhance the programmatic interventions in these sectors.
- UNICEF's work on MSNP at all levels of the Government build their technical capacity to implement this program. This adds lots of value at the local level as municipal govts have started putting resources in nutrition and nutrition governance and also develop the nutrition through the nutrition governance at all levels.
- UNICEF is always a key organization for the government of Nepal not only in federal level but also in grassroots level to identify the issues of young people, and to do advocacy for the formulation of the needed program to solve the problem of young people by supporting the government and non-governmental agencies.
- UNICEF's work on COVID-19, especially SBC has been visible in providing guidance and collaborative leadership to the government to promote critical life-saving messaging, and more need-based and regular information sharing.
- Specifically in the field of child and adolescent mental health, engagement of UNICEF has acted as catalyst. They have helped to highlight the need and now government is paying attention. After UNICEF's engagement in mental health other Bilateral agencies have also started looking in to mental health.
- Yes, definitely, the UNICEF's work has added value to the interventions by the government of Nepal in a way that the technical expertise and the knowledge in child protection and nutrition has contributed to improve the situation at community level.

3.2. Effectiveness of the UNICEF Programme

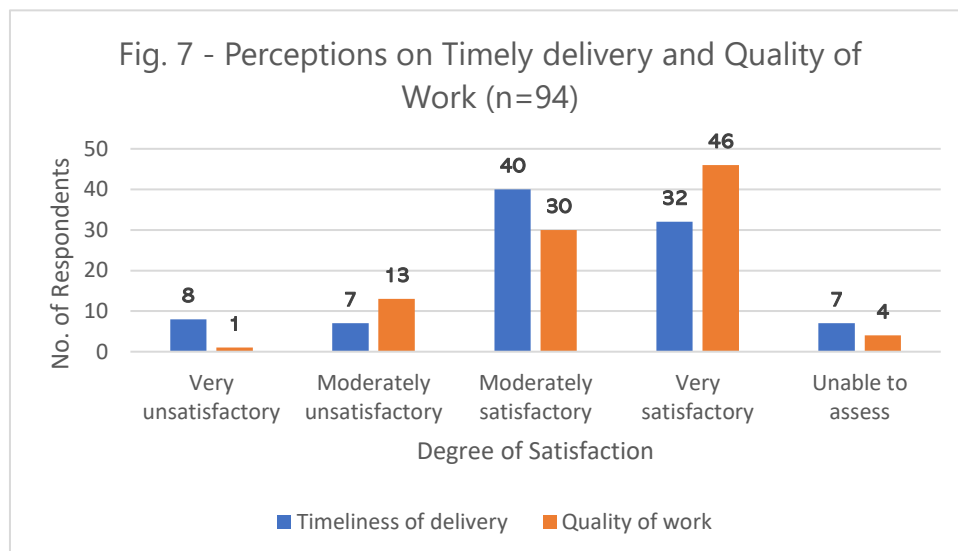
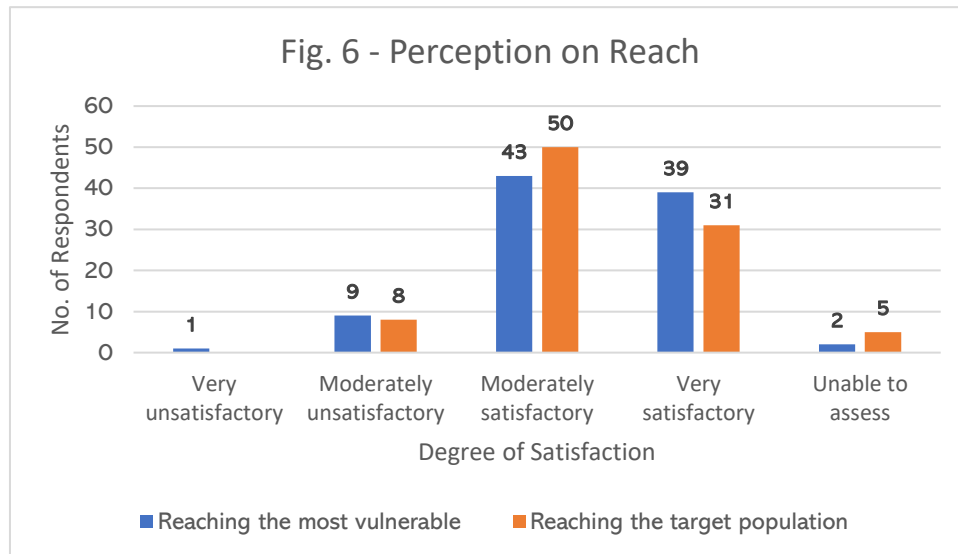
The following sections provide stakeholder perceptions on various effectiveness parameters.

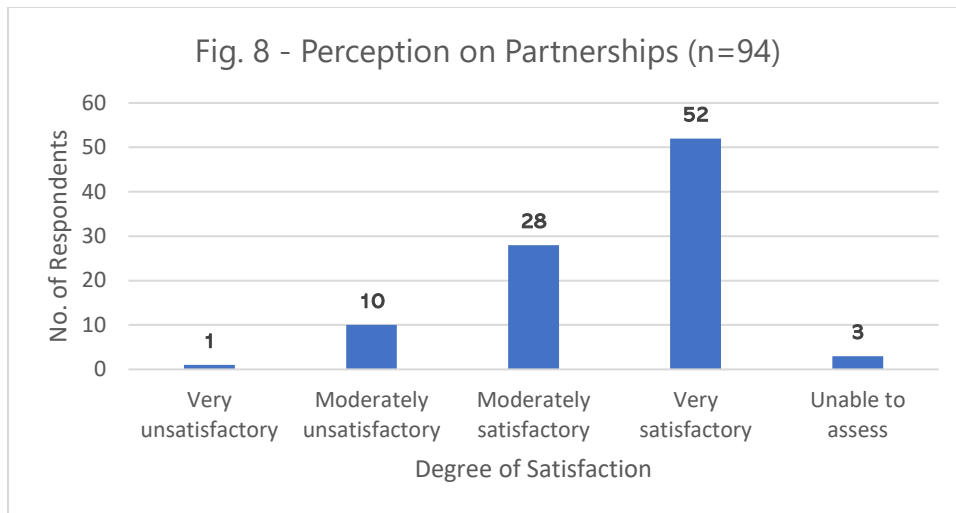
Reach: Fig. 6 summarises the perceptions of the stakeholders on UNICEF’s work in reaching the most vulnerable, and reaching the target population. Overall, the majority are satisfied with UNICEF reaching the vulnerable and the target groups.

Delivery: In regard to timeliness of delivery of outputs and the quality of work, about 75% were satisfied to varying degrees, with about 34% declaring ‘very satisfied’ (Fig. 7).

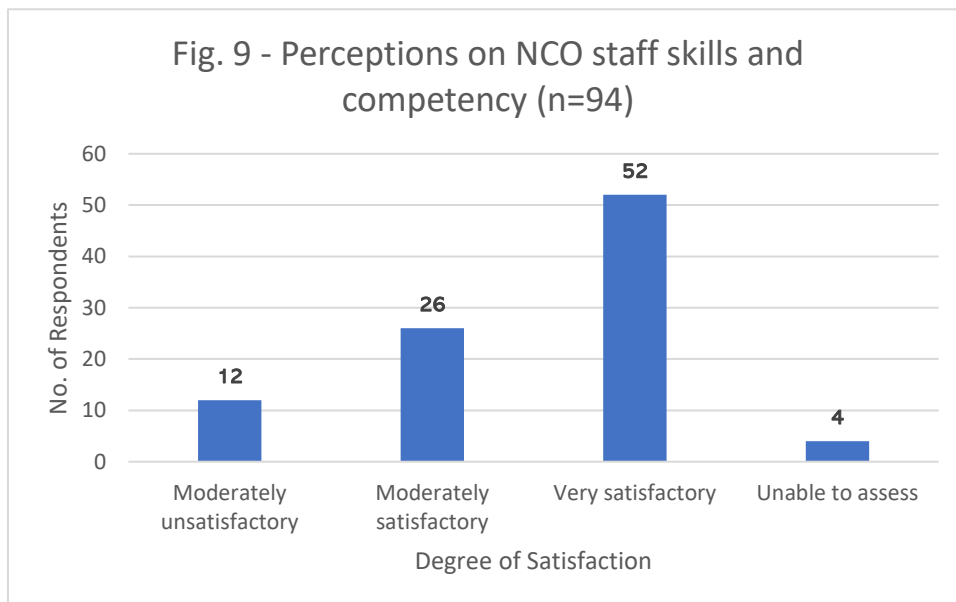
Of the 15 who were not satisfied (very unsatisfactory and moderately unsatisfactory), 13 were from various Government agencies. Likewise, of the 14 who were not satisfied with quality of work, 12 were from government agencies and one respondent from the UN system.

Partnerships: In regard to partnerships of stakeholders with UNICEF, about 85% were satisfied about the partnership (combination of 'very satisfactory' and 'moderately satisfactory' (Fig. 8).

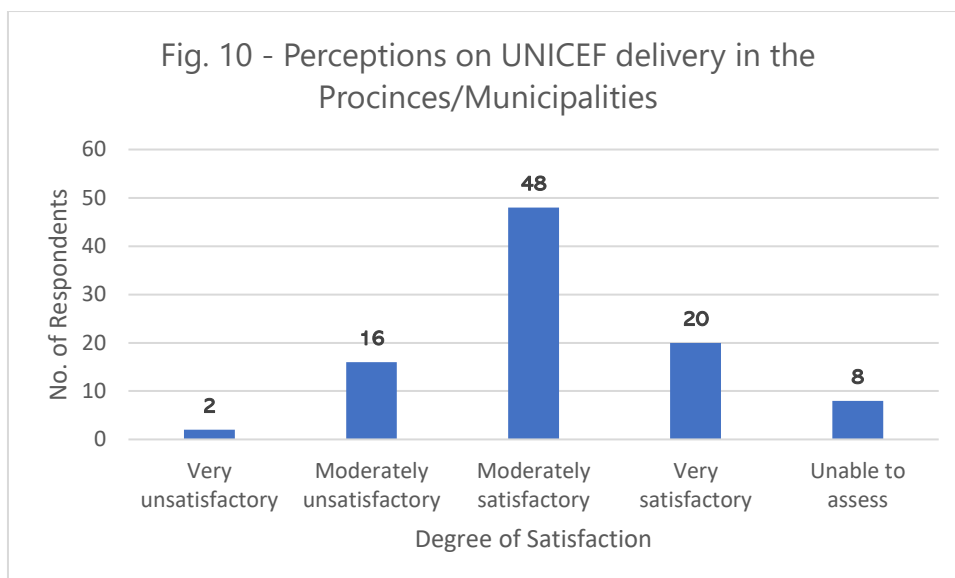




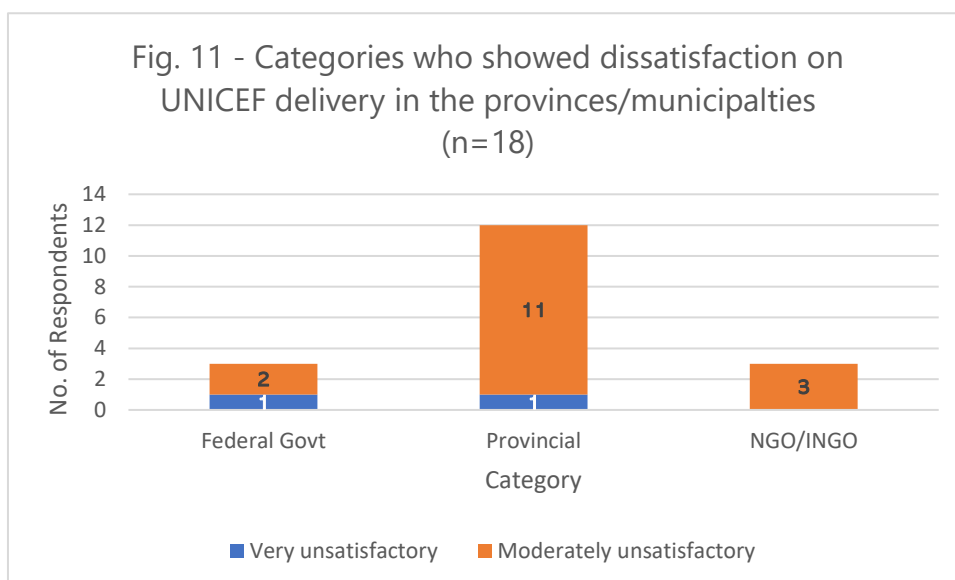
Staff skills of competency of UNICEF NCO: About 83 per cent of the respondents (with 55 per cent expressing 'very satisfactory') were satisfied with the skills and competency of UNICEF NCO staff (Fig. 9).



Federalisation: In regard to UNICEF's ability to deliver its work programme effectively in the provinces/municipalities vis-à-vis federalisation, 72 per cent were generally satisfied. Nineteen per cent (19%) expressed 'moderate unsatisfaction' (Fig. 10).



Further analysis of those who expressed a degree of dissatisfaction showed that the majority were from sub-national agencies (Fig. 11).

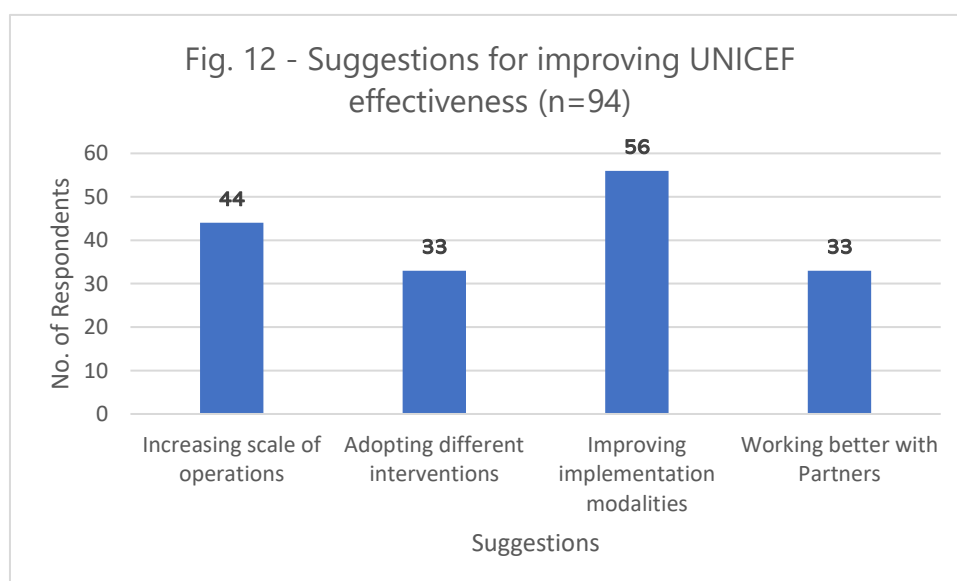


The respondents gave a number of reasons to justify their choice of satisfaction level. These included: good collaboration of UNICEF NCO at all levels of the Government, staff competences in the sub-national agencies, difficulty of identifying requirements of municipalities, not identifying provincial needs, and UNICEF not fully understanding the nuances of federalisation. Box 3 highlights some of them (all respondents' views are found in Annex 6).

Box 3 – Respondents reasons for satisfaction or otherwise of UNICEF delivery in the provinces/municipalities in light of federalism

- Since UNICEF has been working with Nepal Government at various level, the collaboration and coordination with Nepal Government has been proved very effective in implementation of the program. Also the technical support from UNICEF and involvement of Nepal Government in every steps has increased the ownership and thus contributed to the better effectiveness of UNICEF's work.
- The Provincial governments need to see UNICEF more as a serious partner and having more junior staff in most of the interactions along with INGO and NGO partners undermines Provincial level trust and commitment. At the Municipality level this works well but to strengthen the Provincial government more professional senior level engagement is needed.
- One of the point is that UNICEF is helping local level government to formulate policy which is very important because local level government lack technical manpower to do so.
- UNICEF has to do more on federalization.
- UNICEF take long time to approve our request because of head office Kathmandu.
- Not sure whether UNICEF has understood the federalism and its implications for us; UNICEF has not understood the underlying reasons of federalisation fully and works as before federalisation (2 responses)
- Difficulty with agreeing on our work in the province; Province requests are not met most time.

Improving UNICEF's effectiveness: The respondents views on improving effectiveness are summarised in Fig. 12.



There were a number of suggestions from stakeholders for improving effectiveness of the UNICEF programme. These included: bringing together UNICEF's portfolio, improve capacity of sub-national agencies, linking partner organisations with sub-national agencies, planning based on local contexts, synchronizing UNICEF financial year with that of GoN, and building

thought leadership and collaborative partnerships with like-minded organisations. Some highlights are provided in Box 4 (all responses are in Annex 7).

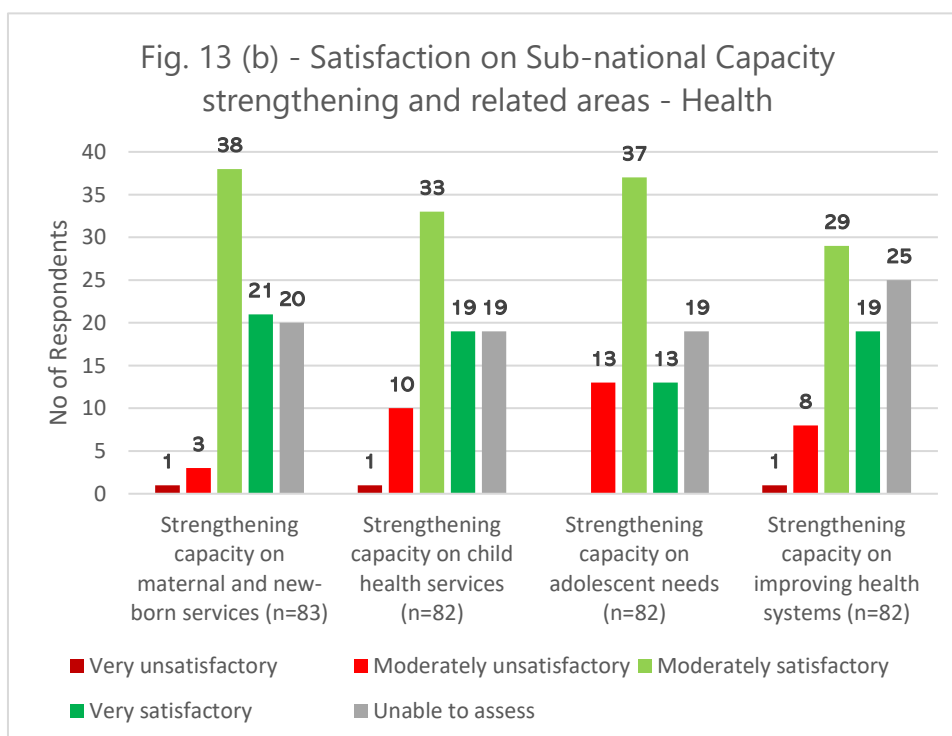
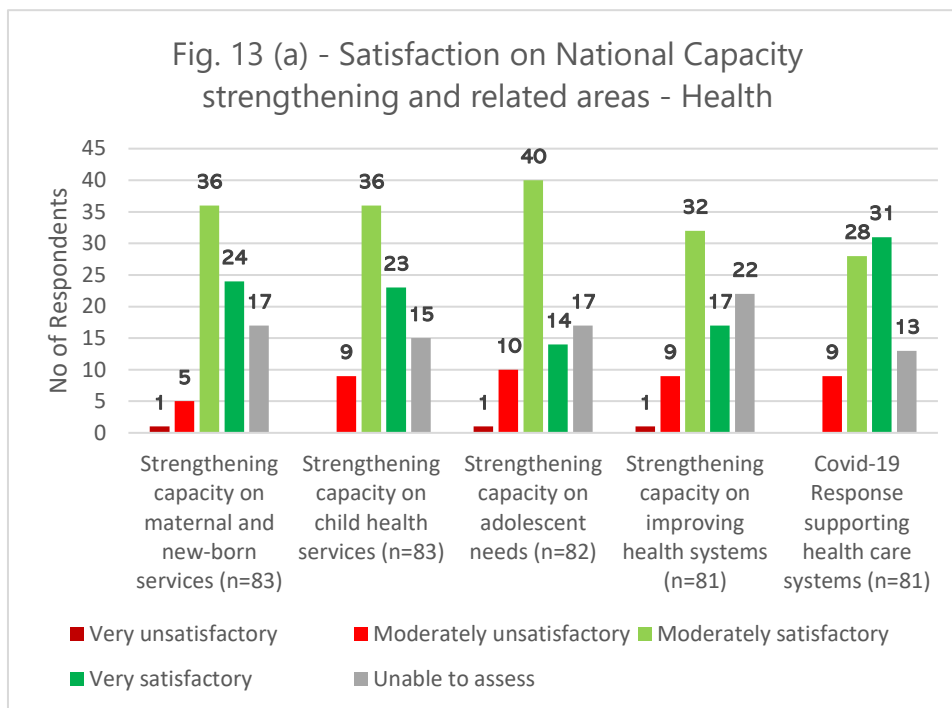
Box 4 – Respondents suggestions for improving UNICEF effectiveness

- UNICEF has not managed to bring together its portfolios for greater impact. For example the health efforts are not linked to the education efforts to reduce disability and to ensure early identification of children with disability. The nutrition efforts do not link across the 1000 Golden Days to ECD to Early Grade programming. School Meals are being expanded and are falling victim to corruption in many priority communities but there are few links between UNICEF and WFP to ensure improved school nutrition efforts. There are similar gaps with WASH and Child protection.
- More coordinated among all the interventions is needed. Target audiences get confused and have difficulty in managing time for people who to talk to them separately almost for the same cause. All of it can be integrated and implemented.
- UNICEF needs to work as UN Agency but not like an International Non-governmental organization. At times I have felt that UNICEF treats its partner as a vendor which doesn't keep the value of partnership intact.
- Since local level government lacks skilled and enough manpower to implement plan and project. There is still need of CSO/NGOs to help them to fill the gaps. Therefore, it will be always beneficial for UNICEF Nepal to work together with partners while implementing the project at local level.
- Ask suggestion and advice for programmatic planning and modality confirmation. Linkage Partner organization with local government and enhance their capacity too. Also focus on disability and DRR/Climate change-based program development.
- Please do focus on programs likes Home visits and home-based care, support in engaging families in health and nutrition improvement programs, conducting Health and Well-being Centers need to be conducted at ward levels so as to improve life-style modifications owing to controlling Non-Communicable Diseases right from the very beginning of childhood, support in health infrastructure development and quality assurance etc.
- If UNICEF invites the partners for the program planning and formulation of the country plan, it would be more beneficial in terms of needs of the community as well as in terms of impact of the program. UNICEF should give priorities to those organizations who have similar vision, mission and priorities.
- Build thought leadership and collaborative partnership with like-minded organizations and play a more visible role to collaborate to address duplication of efforts and scale up of good practices.
- Providing strategic guidance to the federal and province level government will be effective for the implementation of the planned interventions and the projects.
- Fiscal year of government and UNICEF should be similar so that DCT modality well be helpful.
- The nature and extent of interventions at local level depends on the local context. Hence the interventions should be tailored with the local situation and context. To be specific, blanket approach of intervention based on "one size fits all" does not work. so that, the interventions should be specific based on local needs and demand.
- I think to support federalization process in WASH, more focus needs on strengthening system at municipal level for operation and management of WASH services for sustainable, efficient and effective service delivery, enhancing capacity for better governance. Municipal government needs to be in the leading position to implement. Support agency should provide technical and financial support.

Effectiveness of thematic areas

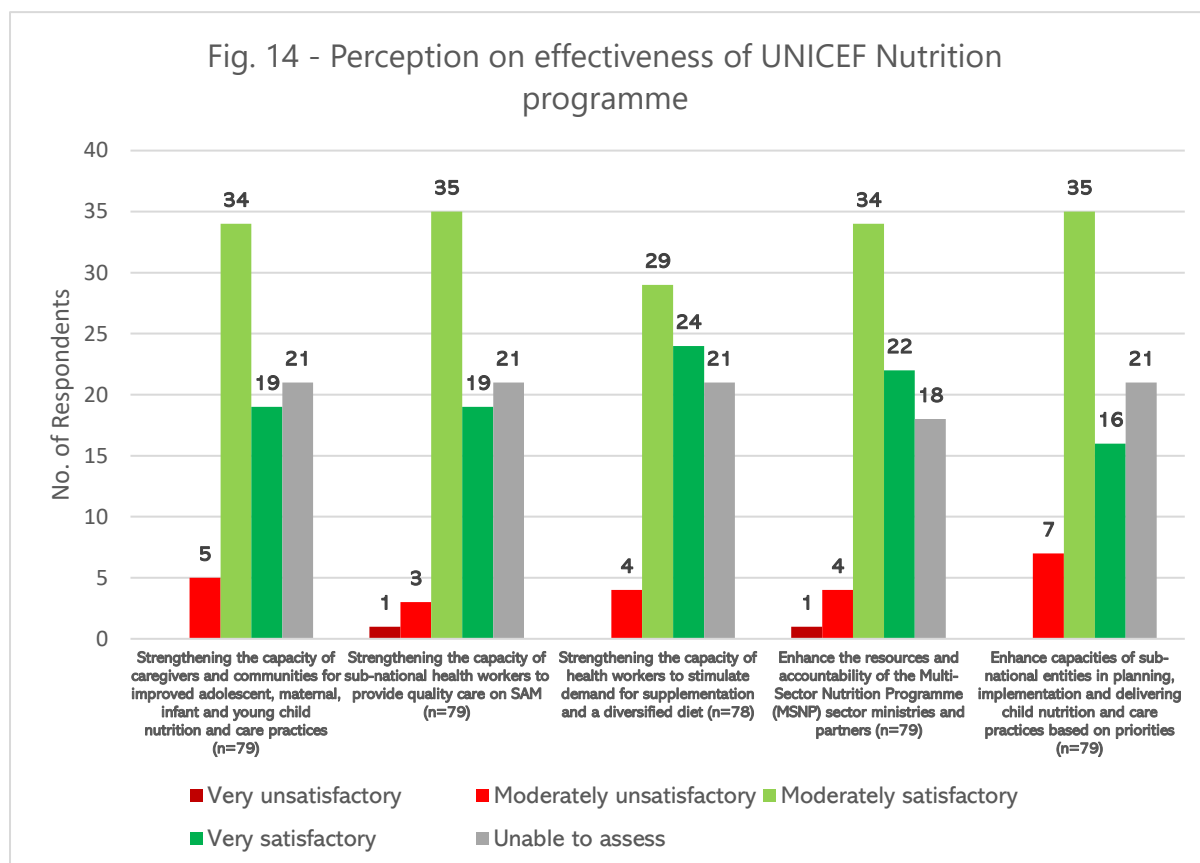
(a) Health

The satisfaction levels on national and sub-national capacity development and related areas are presented in Figs. 13 (a) and (b). In general, about 60% have shown satisfaction.



(b) Nutrition

The perceptions on Nutrition are presented in Fig. 14. Here again, the trend is similar to that in health.

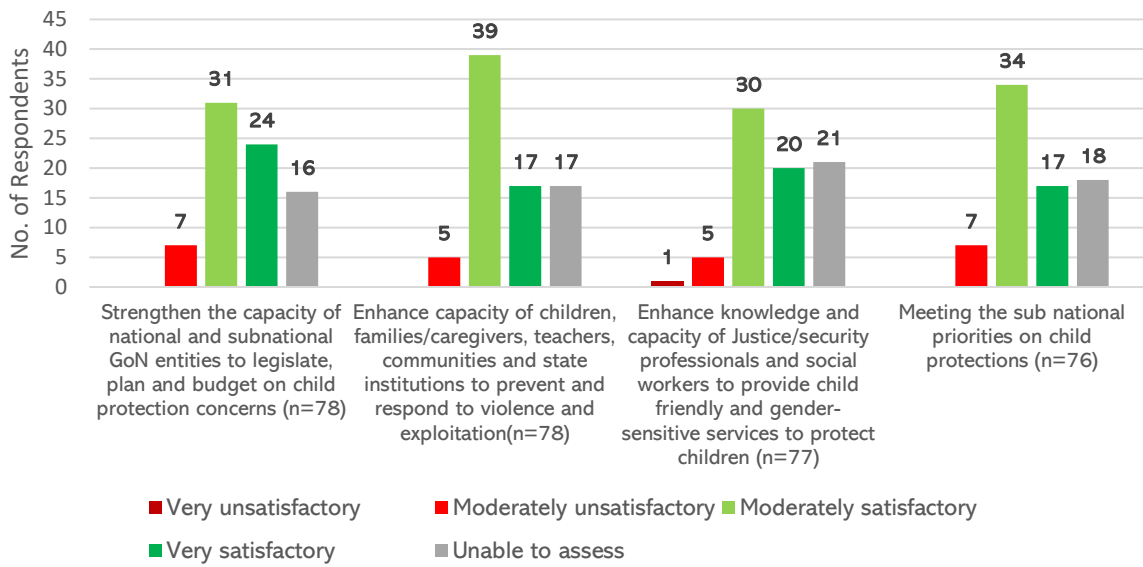


(c) Child Protection²

The respondents' perceptions on Child Protection are presented in Fig. 15. The trend is similar to the previous analyses.

² The CPR did not consider Child Protection in its review.

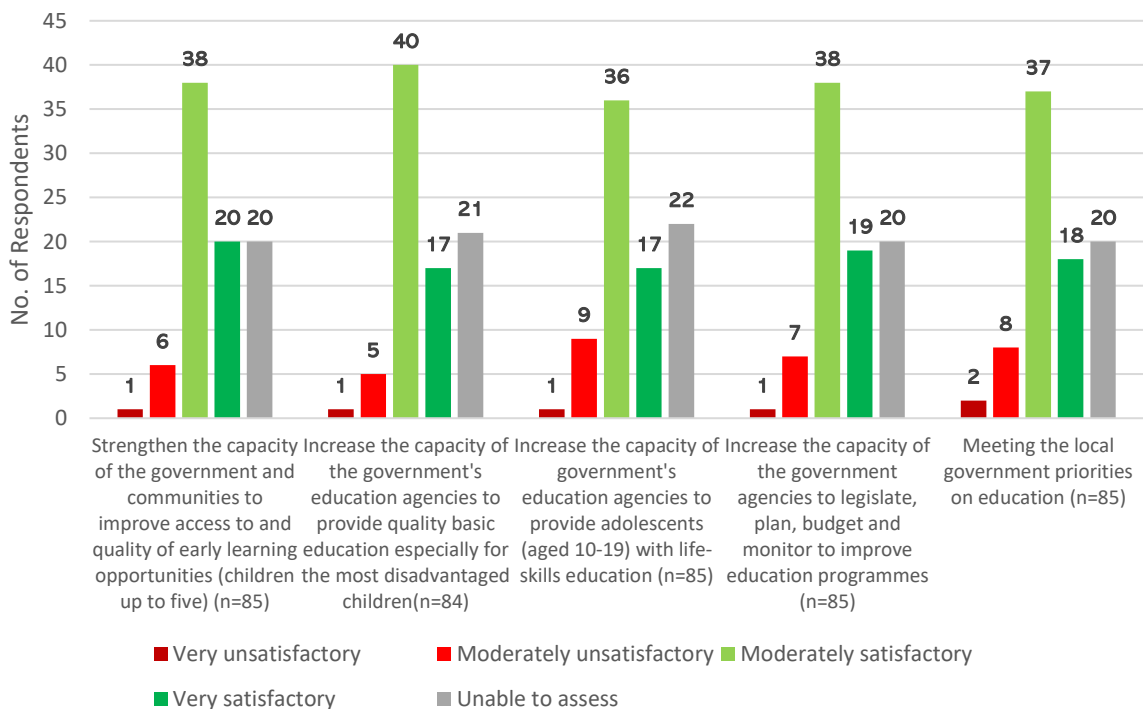
Fig. 15 - Perception on effectiveness of UNICEF Child Protection programme



(d) Education

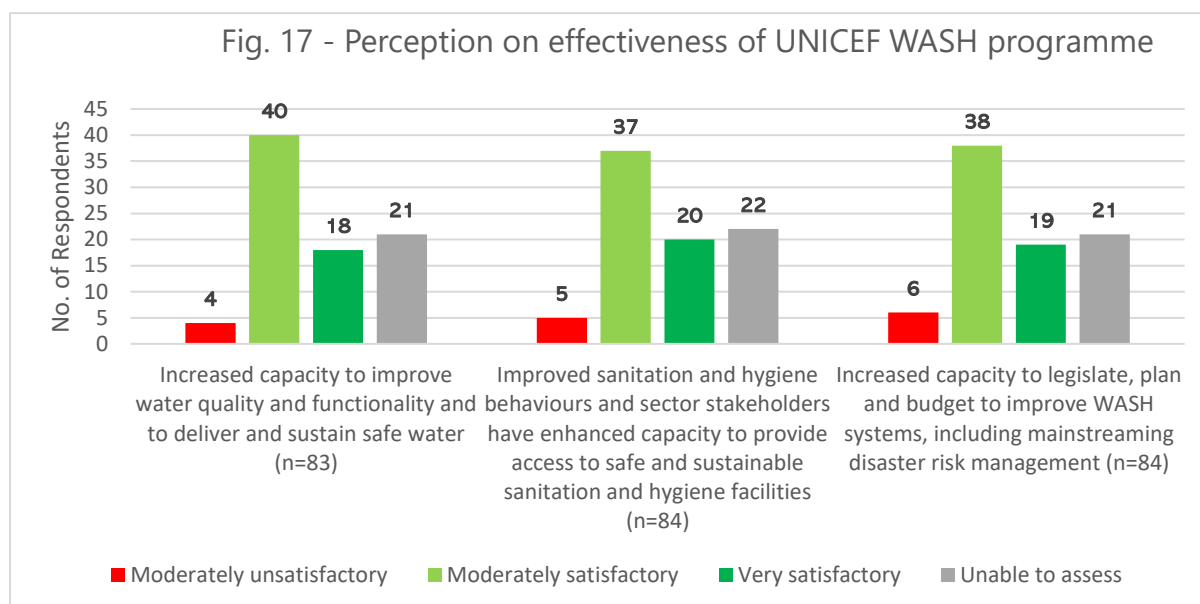
Overall, the respondents' perception on effectiveness of the education programme is similar to the previous analyses (Fig. 16).

Fig. 16- Perception on effectiveness of UNICEF Education programme



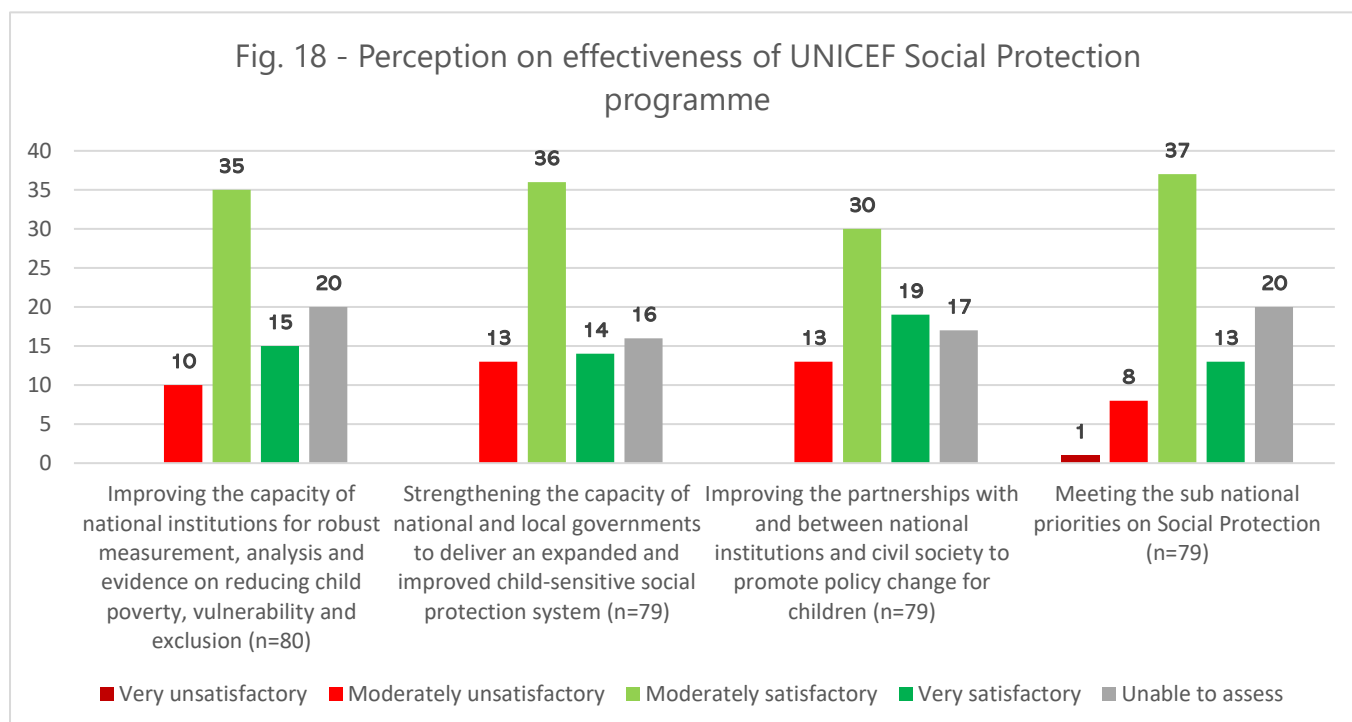
(e) WASH

Effectiveness in WASH is better reflected than in previous analyses (Fig. 17).



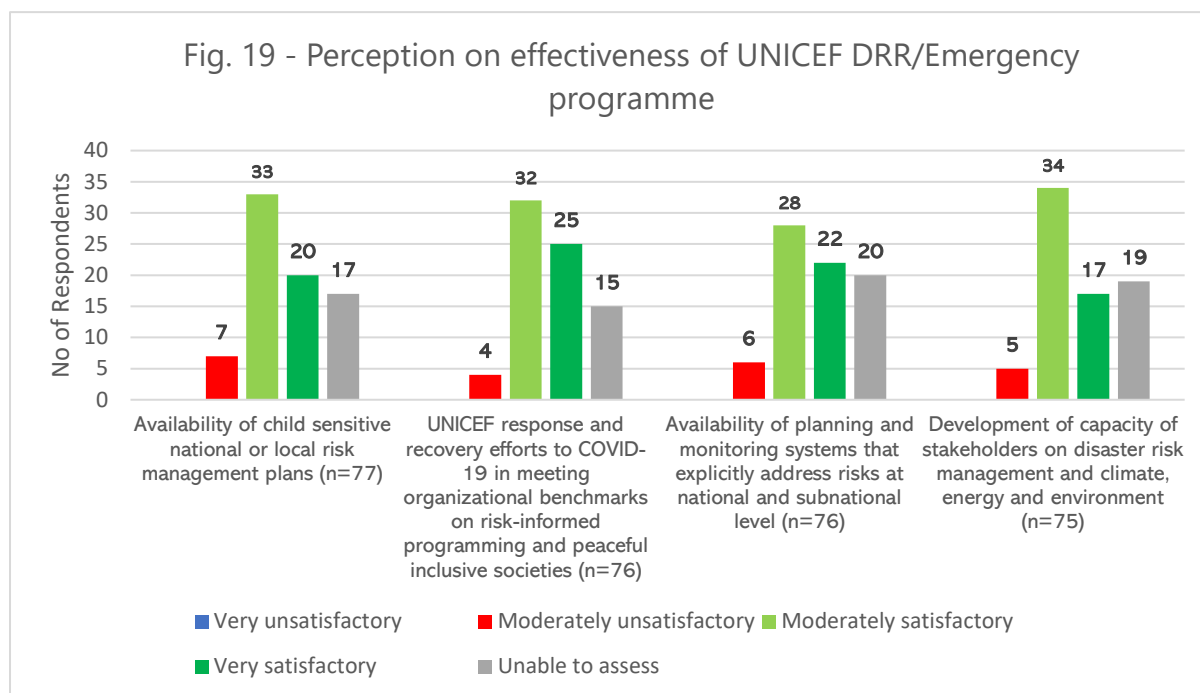
(f) Social Protection

As shown in Fig. 18, the effectiveness in two parameters is lower than previous analyses.



(g) Emergency/DRR

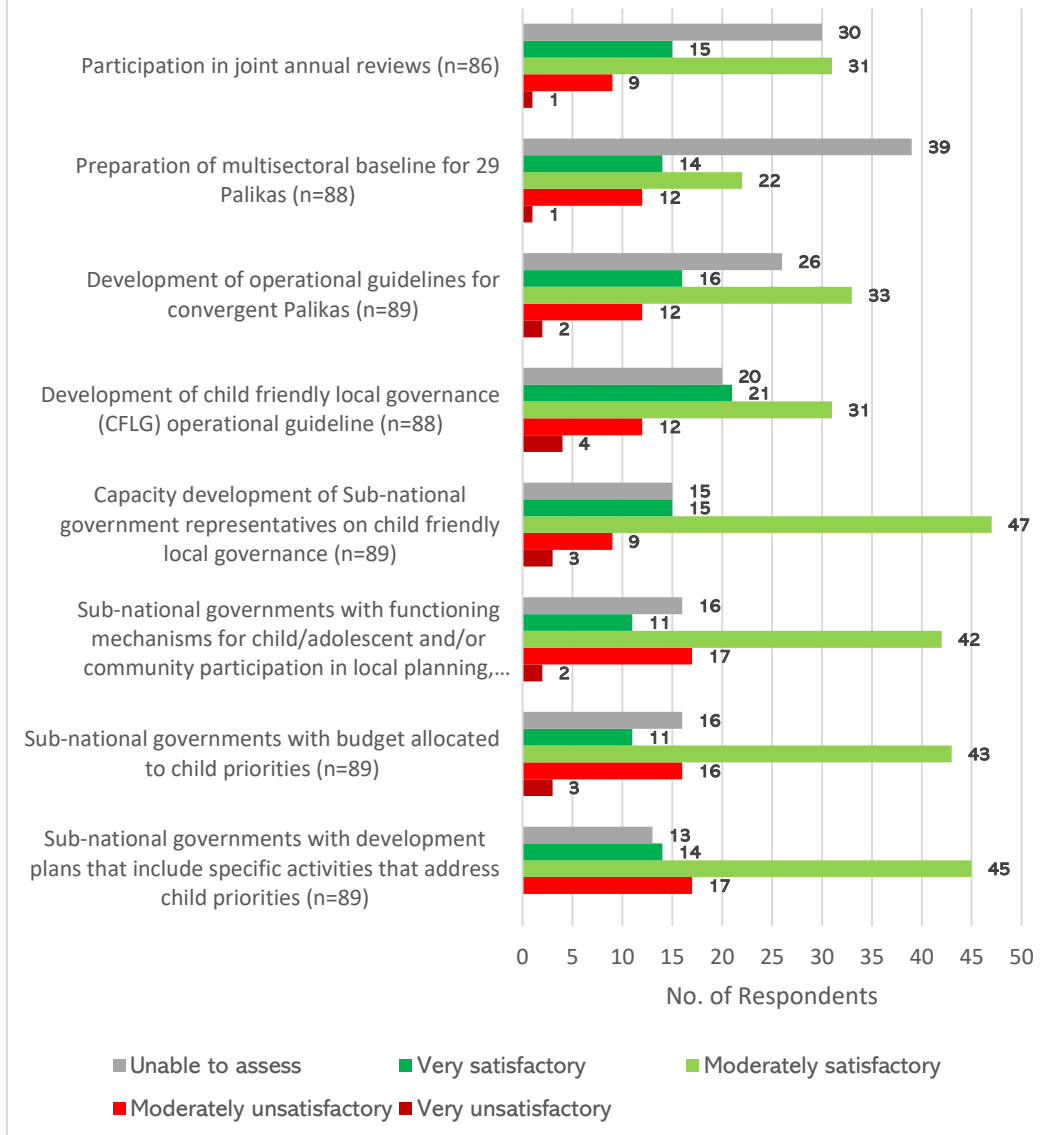
Fig. 19 shows the stakeholder perception on Emergency/DRR; in general, the trend is satisfactory.



(h) Federalisation/Local Governance

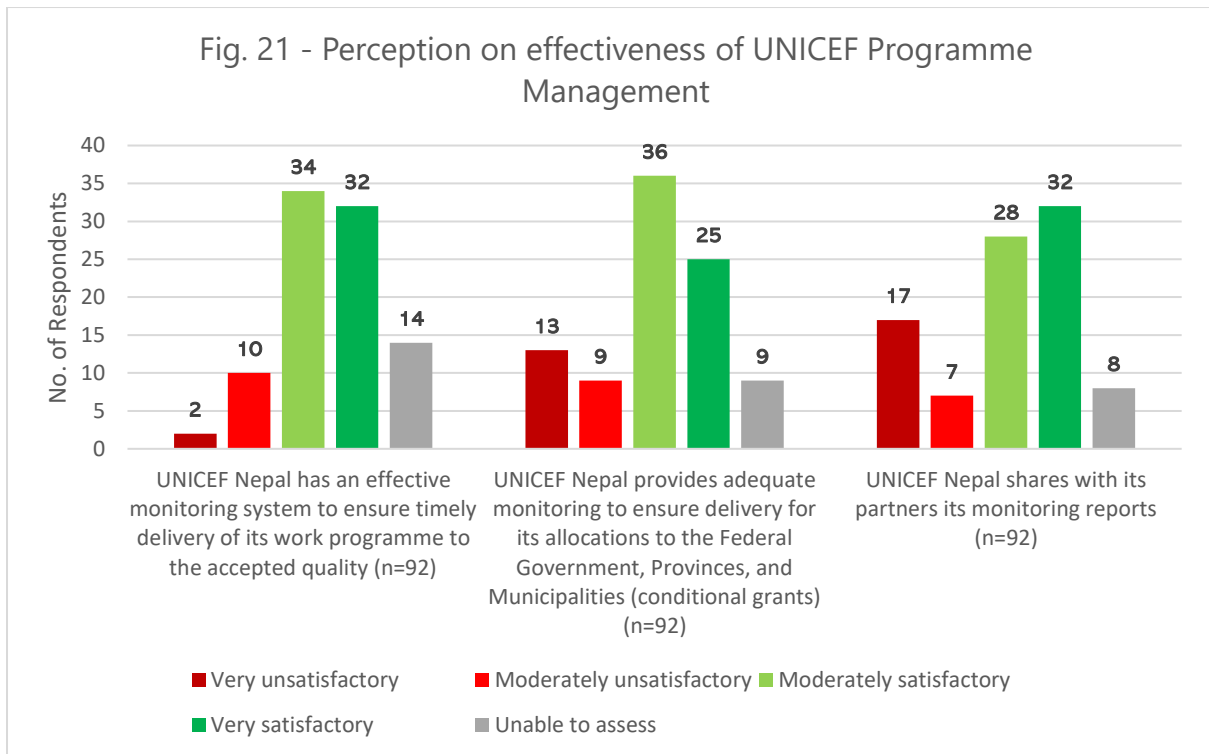
The analysis show that attention is required in a number of areas where the degree of unsatisfaction is higher than in other thematic areas (Fig. 20). Local planning and budgeting are two areas of concern.

Fig. 20 - Perception on effectiveness of UNICEF Federalisation programme



(i) Programme Management

Fig. 21 presents the stakeholder satisfaction on UNICEF’s programme management. About 65 per cent indicated their satisfaction whereas about 24 per cent showed dissatisfaction in matters related to monitoring and sharing of monitoring reports.



(j) Equity

In equity, analysis show some dissatisfaction (compared to some of the previous analyses) relating to inclusion, empowering persons with disabilities, and UNICEF’s shortcomings in the focus on equity (Fig. 22).

(k) Gender Equality

Fig. 23 shows the respondents’ perceptions on gender equality. As in the case of equity, gender equality also poses some challenges to UNICEF NCO.

Fig. 22 - Perception on effectiveness of UNICEF equity approaches

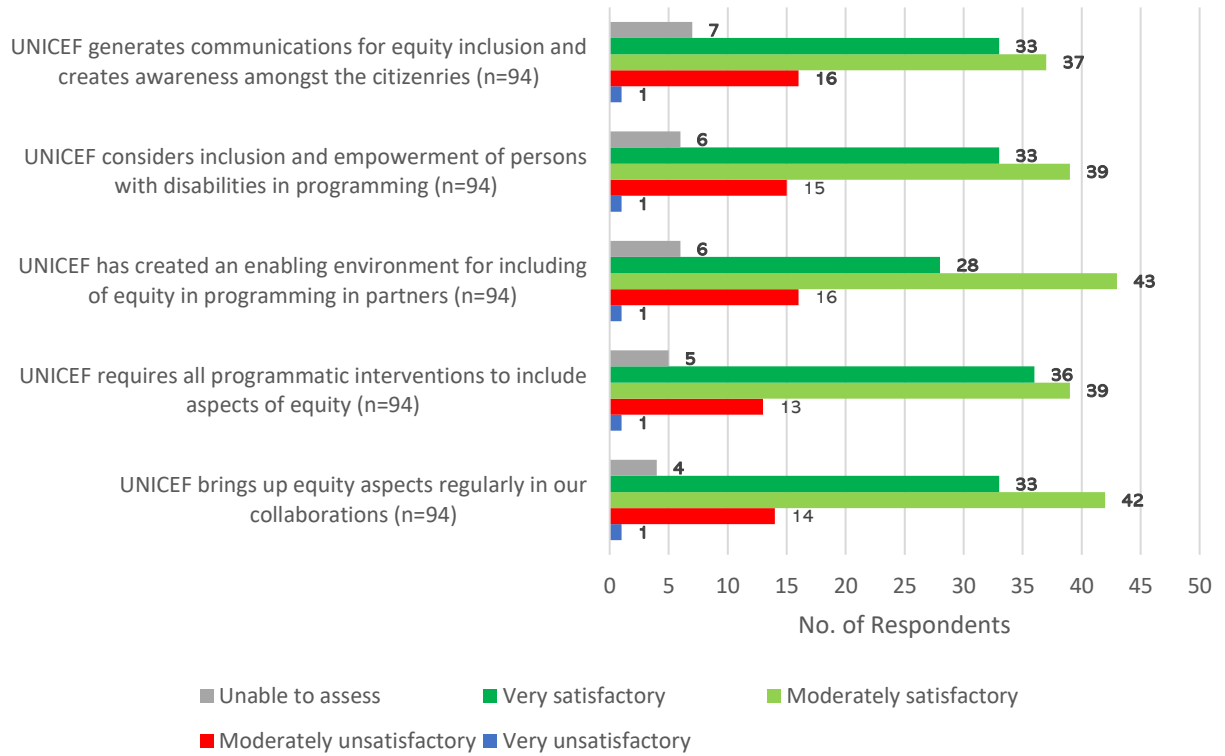
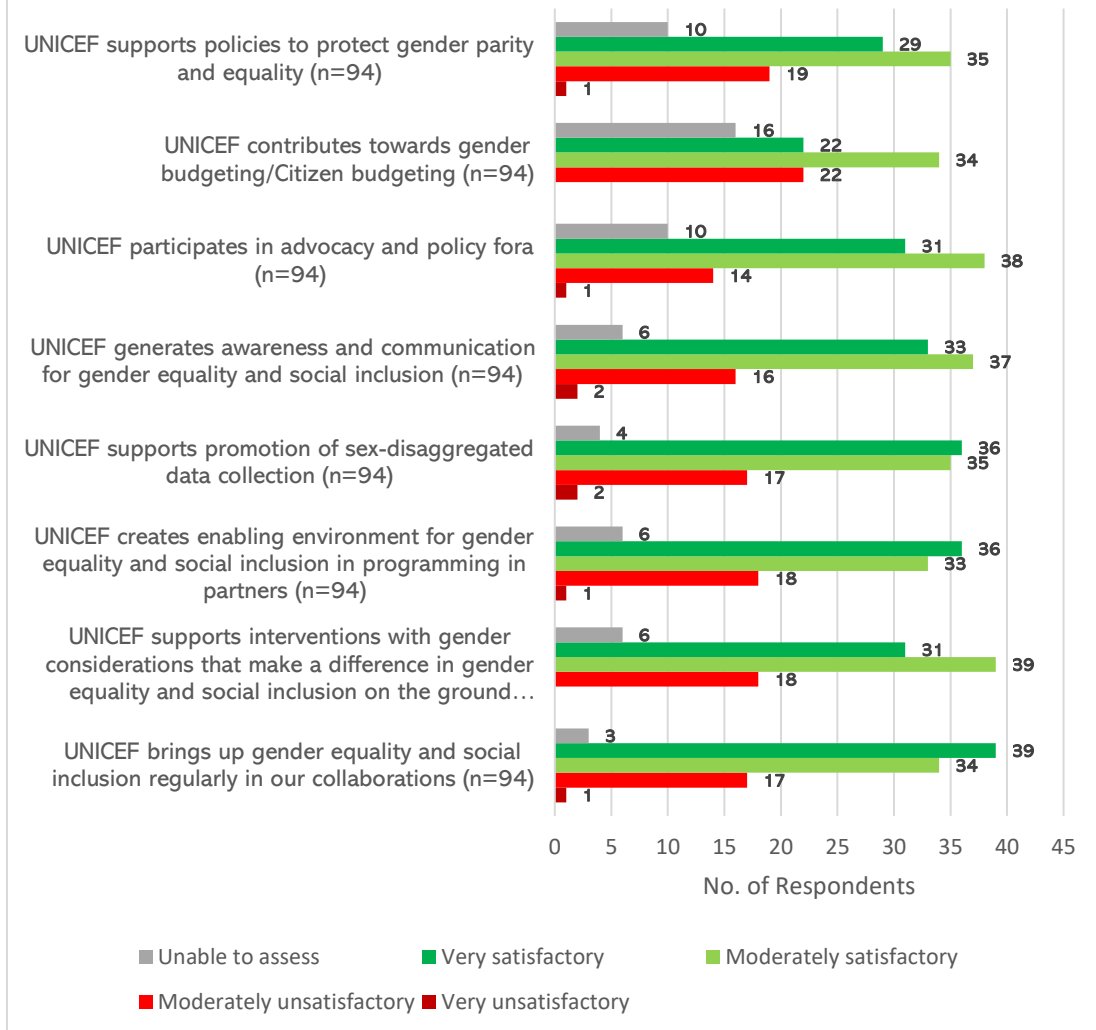
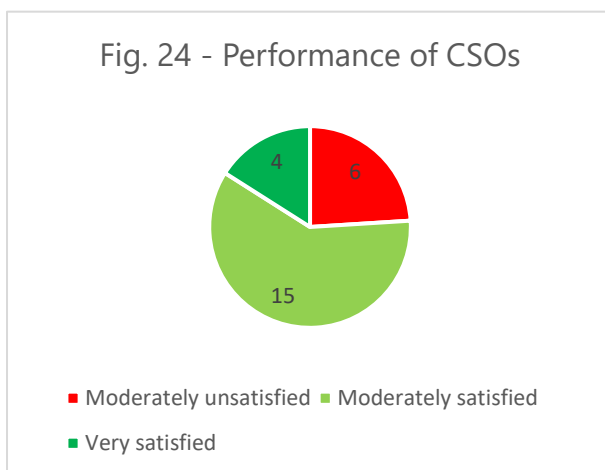


Fig. 23 - Perception on effectiveness of UNICEF's Gender equality and Social inclusion



3.3. Communications and Partnerships

Fig. 24 - Performance of CSOs



Of those who responded to the question on the performance of implementing CSOs, 19 out of 25 (76 per cent) were satisfied (Fig. 24).

The perceptions of stakeholders on their partnership with UNICEF NCO were mixed. The positive aspects included: enhancing the capacity of the Partners, good governance and transparency, UNICEF's ability to adapt to changing conditions, UNICEF is a reliable and trusted organisation, and strong collaboration with partners. The main reasons for

dissatisfaction included: UNICEF's (inadequate) commitment to work with the Government, inadequate staffing at the recipient level (external to UNICEF), inadequate bottom-up approach in planning, need for context specific programming, delays in delivery, and not meeting the sub-national requirements. Some highlights are given in Box 5 (all responses are in Annex 8).

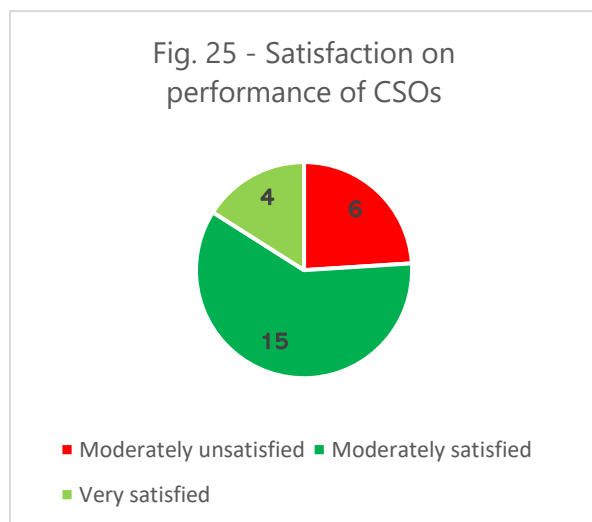
Box 5 – Reasons for satisfaction or otherwise on partnerships³

- In recent times UNICEF has seemed less committed to work with the government and model building and seems to be leaning more towards a more scattered local level approach with limited technical support.
- The knowledge and the capacity of the partner to deliver the program is not as expected by UNICEF. They have very equipped staff and they do give technical support but the staff at the recipient level is not well equipped, so it impacts the program. Again the geographical and social diversity more number of staff but UNICEF might have its own limitation and Govt has to manage with the limited number of staff. So sometimes this result into poor performance. One staff can't work in the whole of province.
- Budget plan some is very tight and difficult to meet the desired outcome because work condition cannot be predicted in advance.
- The planning and proposal development process did not see a bottom-up approach. It felt sometimes top-down approach was applied.
- Contribution of other agencies not properly acknowledge (equal footing).
- UNICEF could do better coordination and collaboration with partners and require to focus in context specific programming instead of generalization in certain programming area (including equity focus).
- We are very satisfied with our partnership because UNICEF has valued <name withheld> capacity to manage this new approach in research, we have enhanced our capacity to implement large scale research activities.
- Strategy is good. Focus only on required area/needy ones. Intervene in detail with the purpose of developing a model.
- Poor communication with field office, difficult to obtain information.
- UNICEF works in a fact basis; the approach of partnership and communication is quite effective. The outcomes are more impactful when we both work for the similar objectives with professional collaboration, for that the professional culture of UNICEF Nepal is quite impressive.
- UNICEF needs to build a culture of thought leadership, focus on collaborative partnerships to innovate with like-minded organizations, and strengthen coalition to address issues of duplication in actions, data mining.
- Sometimes difficult to work with UNICEF - they do not listen to our voice.

³ The statements appear as they are given with only a spell check.

Performance of Implementing NGOs and CSOs:

Fig. 25 shows the level of satisfaction on the performance of CSOs in implementing UNICEF



programmes. The data were filtered for responses only from non-implementing partners, although others had also responded. Overall, there is moderate satisfaction (about 60 per cent) on the performance of the CSOs (Fig. 25).

The responses on the performance of CBOs and CSOs in implementation of UNICEF programmes are mixed.⁴ A number of agencies felt that the partnership with UNICEF improved their capacity, and appreciated the close relationship and coordination. They are also able to complete work on time. However, many expressed reservations which included

lack of capacity and competency of the CSOs, and lack of transparency in choosing the CSOs. Some of the key comments are in Box 6 (see Annex 9 for all comments).

Box 6 – Reasons for satisfaction or otherwise on the performance of CSOs

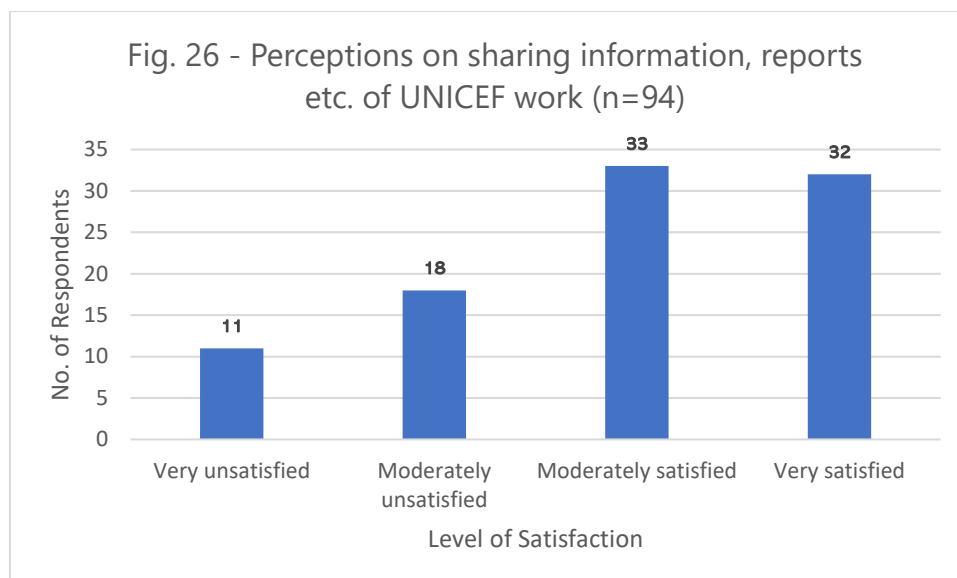
- Effective and efficient implementation of program with very effective relationship with the partners.
- UNICEF has been providing not only financial support but also technical support in every steps that enhances the capabilities of an NGO/CSO and thus producing better program output.
- NGOs/ INGOs/CSOs tries to complete project in time and quality of their work is better.
- They (CSOs) are focussed only on budget.
- UNICEF should focus on the local government agencies and the Organization who have large networks. NGOs and CSOs now in Nepal are not effective like before in terms of their performance and transparency.
- They are chosen without considering expertise.

Sharing of information:

About 69 per cent of the respondents expressed some form of satisfaction with UNICEF's information sharing (with 34 per cent indicating 'very satisfactory' rating and 35 per cent indicating 'moderately satisfactory' rating) (Fig. 26).

The reasons of the respondents on their choice of satisfaction were mixed. Several respondents were quite happy with information sharing via social media etc. These may be from those who are tech-savvy. On the negative side, 24 respondents indicated that they do not receive reports at all (or delayed or received sometimes or not in a timely manner). Some quotes are reproduced in Box 7 (see Annex 10 for all comments).

⁴ The respondents were requested to answer this question only if they are non-implementing partners; however, the responses are more than expected.



Box 7 – Reasons for satisfaction or otherwise on information sharing

- Timely and explicit communication.
- Reports and updates are regularly provided via social media and bulletins.
- UNICEF's sharing of information reports not only support in the program intervention but also enhances the knowledge on reporting techniques.
- They have very nice messages and if only they all can be translated in simple leaflet for people at local level. this would help.
- It would be better if partner organization gets regular update on new publication of UNICEF and provide information, conference and seminar that are organized in relation with project.
- Always share their reports and send drafts for comment when relevant.
- Would be good to get right information on time. Sometimes we have faced significant delay to receive the information and delay.
- UNICEF is extensive use of e-technology and, more recently, all work through the paperless system (KOBO tools etc.) notification mechanism is very effective and efficient.
- They give us written and verbal feedbacks, submit supervision and monitoring reports, frequent meetings and sharing, Most of the UNICEF's staff are hardworking, generous and change making personalities. they have the good communication and team building skills.
- A more collaborative approach to knowledge management and learning is key. Focusing more on how knowledge management and learning actions can support programs and actions not just limited to the UN system, but useful to other like-minded organizations as well. Collaborate on joint research actions and diffusion process.
- Tendency to take credit for more than what was actually achieved by UNICEF.

Annexes

Annex 1	: Questionnaire for the Perception Survey
Annex 2	: Invitation to participate in the survey
Annex 3	: List of stakeholders invited to participate in the PS
Annex 4	: Stakeholder views on comparative advantages brought about by collaborating with UNICEF
Annex 5	: Stakeholder views on UNICEF work adding value to other interventions
Annex 6	: Stakeholder reasons for their choice of satisfaction level on programme delivery in light of federalisation
Annex 7	: Stakeholder suggestions on improving effectiveness
Annex 8	: Stakeholder reasons for their choice of satisfaction level on partnerships
Annex 9	: Stakeholder reasons for their choice of satisfaction level on CSO implementation
Annex 10	: Stakeholder reasons for their choice of satisfaction level on sharing information

Note:

Annexes 4 to 10 contain transcriptions of respondents' expressions as stated in the Perception Survey Questionnaire, without editing (except for checking spelling).

Annex 1 Questionnaire for the Perception Survey

About your Organisation

1. Name of your Organisation/Agency/Department:

2. Duration 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. If yes, please elaborate

.....

7. 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
- Associations and Networks

About your Association with UNICEF

8. 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

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

- National
- Province # 1
- Madhesh Province

- Lumbini Province
- Karnali Province
- Sudurpashchim Province
- Bagmati Province
- Gandaki Province
- None of the above

10. 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/Social Policy
- Disaster Risk Reduction and Emergency
- Climate change
- Early Childhood Development
- Local Governance
- Other (please specify)

Relevance of the UNICEF Programme

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

Yes No Cannot remember

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

Yes No Do not know

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

Very much

To some extent	
Not much	
Not at all	
Cannot assess	

14. 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

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

.....

16. 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

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

.....

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

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

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

.....

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

27. 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
In light of the federalisation processes, UNICEF overall has been able to deliver its work programme effectively in the Provinces/municipalities					

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 or add other areas of improvements not listed above:

.....

.....

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 the Health sector in terms of the following statements?

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					

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(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 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 the **Nutrition** sector in terms of the following statements?

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					

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(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) 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 the **Child Protection** sector in terms of the following statements?

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					

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
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 the **Education** sector in terms of the following statements?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(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 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					
(c) 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					
(d) 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					
(e) 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**) sector in terms of the following statements?

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 the **Social Protection** sector in terms of the following statements?

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** in terms of the following statements?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) Sub-national governments with development plans that include specific activities that address child priorities					

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(b) Sub-national governments with budget allocated to child priorities					
(c) Sub-national governments with functioning mechanisms for child/adolescent and/or community participation in local planning, budgeting and monitoring processes					
(d) Capacity development of Sub-national government representatives on child friendly local governance					
(e) Development of child friendly local governance (CFLG) operational guideline					
(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 the **DRR/Emergency** sector in terms of the following statements?

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) 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** sector in terms of the following statements?

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 Provincial Governments 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 4** (1 – very unsatisfactory; 2- moderately unsatisfactory; 3 – moderately satisfactory; 4 - very satisfactory)

Statement	Rating				
	1 very unsatisfactory	2 moderately unsatisfactory	3 moderately satisfactory	4 very satisfactory	5 Unable to assess
(a) UNICEF brings up gender equality and social inclusion regularly in our collaborations					
(b) Creating/supporting interventions with gender considerations that make a tangible difference in gender equality and social inclusion on the ground					
(c) Creating enabling environment for gender equality and social inclusion in programming in partners					
(d) Support promotion of sex-disaggregated data collection					
(e) Generating awareness and communication for gender equality and social inclusion					
(f) Participating in advocacy and policy fora					
(g) Contributing towards gender budgeting/Citizen budgeting					
(h) 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 2 Invitation to participate in the survey

UNICEF NEPAL COUNTRY PROGRAMME REVIEW – 2022, Perception Survey Questionnaire

Greetings!

I write with reference to the communication of Ms Elke Wisch, Representative, UNICEF Nepal regarding the Perception Survey to be conducted as a part of UNICEF Nepal Country Programme Review. Your views and perceptions of UNICEF's work relating to the current programme will be critical feedback to assess progress and for future planning.

The evaluation is being conducted by a group of four evaluators (Mr Raghu Shrestha, Mr Anil Chandrika, Ms Lise Bendiksen, and Mr Ranjith Mahindapala). We shall ensure confidentiality of the information provided and the identity of the Respondent. We shall be grateful if you could spare a short time to complete the online survey as soon as convenient.

The link to the questionnaire is found below:

<https://forms.gle/idyD8kxVKLg9ug2z8>

Should you have any difficulties, you are most welcome to contact either Mr Shrestha (email: <shrestharaghu2011@yahoo.com>; Tel: 9841210996) or Mr Chandrika (email: <cnanil@gmail.com>; Tel: 9801062350) who are available to assist you with any queries.

On behalf of UNICEF, we take this opportunity to thank you in advance for your valuable time to complete this survey.

PLEASE SUBMIT YOUR RESPONSE ONLY ONCE.

Kind regards

Ranjith Mahindapala
(on behalf of the Evaluation Team)

Independent Evaluator
+94 773 175 922

Annex 3 List of stakeholders invited to participate in the PS

No	Name	Designation	Category
1.	Nona Deprez	Current Chair of the International Development Partner Group, EU Ambassador	Development Partner
2.	Krishna Prasad Kapri	Secretary, Ministry of Social Development Karnali Province	Government/ Province Karnali
3.	Jhakka P. Acharya	Secretary MoEAP, Karnali province	Provincial Government, Karnali
4.	Bhose Kati	Former Head of Cooperation, Finland	Donor
5.	Richard Howard	RC a.i., ILO Country Director	UN System
6.	Mamta Bista	Under Secretary- Ministry of Women, Children and Senior Citizen	Govt/Federal
7.	Badebabu Thapa	Senior Pharmacy officer, MD-DoHS	Govt/Federal
8.	Sagar Dahal	Chief NIP - DoHS	Gov/Fedal
9.	Dr Punya Paudel	Chief-MNH, FWD, DoHS	Gov/Fed
10.	Deepak Jha	Public Health Officer – FWD, DoHS	Gov/Federal
11.	Ganesh Rai	President – Nepal Paediatric Society	CSO/Academia
12.	Pooja Pradhan	NPO-WHO	UN
13.	Binamra Rajbhandari	C&Q Team Lead	NHSSP - Federal
14.	Archana Amatya	Sr technical advisor SSBH - USAID	INGO
15.	Min Raj Gyawali	Suahara	INGO - Federal
16.	Rabindra Sejuwal	Health Coordinator/Khadachkra Municipality	LG
17.	Roshan Lal Chaudhary	Senior Public Health Administrator, Health Directorate, Lumbini Province	Govt/ Province Lumbini
18.	Rudra Marasini	Director, Management Division DOHS, MoHP	Govt/Federal
19.	Arun Raj Kunwar	Program lead, child and adolescent psychiatry, MOHP	Govt/Federal
20.	Min Raj Joshi	Provincial Health Directorate	Government/Province
21.	Bibek Kumar Lal	Director Family Welfare Division, DOHS	Govt. Federal MoHP
22.	Dinesh Chapagain	Chief, Province Health Logistics Management Center	Government/Lumbini Province
23.	Bikash Devkota	Secretary, Ministry of Health, Population and Family Welfare, Lumbini Province	Government/ Province
24.	Rabin Khadka	Director, Province Health Directorate, Karnali Province	Government/ Province Karnali
25.	GunaRaj Awasthi	Former Director, Province Health Directorate, Sudurpaschim	Government/ Province Sudur Paschim
26.	Birsh Bahadur Shahi	Health Division Chief /MoSD Karnali	Government / Province
27.	Resham Kandel	Under Secretary, MoFAGA	Govt/Federal
28.	Lonim Dixit	WHO	UN
29.	Merilyn Chapfunga	WFP	UN
30.	Anteneh Girma Minas	Former Nutrition Advisor WFP Nepal	UN
31.	Debendra Adhikari	USAID	Development Partner
32.	Janak Raj Sharma	Under Secretary, MoFAGA	Govt/Federal
33.	Erin Smith	Head of Agency	HKI
34.	Usha Jha	Former Member and NPC focal point for MSNP	Govt/Federal
35.	Stephane David	Program Manager, Delegation of the EU to Nepal	Development partner/donor
36.	Pooja Pandey Rana	Chief of Party, SUAHARA Program	SUAHARA/HKI
37.	Shahida MacDougall	Country Director, British Council	CSO
38.	Nischal Oli	Head of Arts for British Council	British Council
39.	Tulashi Thapaliya	Former Joint Secretary, Ministry of Education, Science and Technology	Govt/Federal
40.	Deepa Hamal	Education Development Directorate, Karnali province	Karnali province
41.	Tej Bahadur Khatri	Education Officer, Joroyal Gaunpalika, Doti	Local Government
42.	Ganesh Bahadur Singh	Under-Secretary, Ministry of Social Development, Sudur Pashchim Province	Province Government

No	Name	Designation	Category
43.	Baikuntha Aryal	Former Director General of the Centre for Education and Human Resource Development	Govt/Federal
44.	Jaya Prasad Acharya	Under Secretary, Ministry of Education, Science and Technology	Govt/Federal
45.	Mr. Ghana Shyam Aryal	Under Secretary, Ministry of Education, Science and Technology	Govt/Federal
46.	Thaneshwor Gnywali	Under Secretary, Lumbini Province	Province Government
47.	Purna BK	Shivaraj Municipality, Kapilbastu	Local Government
48.	Manoj Gaire	Education Directorate office, Lumbini	Provincial Government
49.	Ingrid Buli	Education Advisor, Norway	Donor
50.	Prabhulal Neupane	Education Officer, Raskot Municipality	
51.	Umadevi Uppadhaya	Chandannath Municipality, Jumla	
52.	Radha Malla	Setogurans, Dailekh	
53.	Rishi Acharya	Under Secretary, Ministry of Federal affairs and General Administration (MOFAGA)	
54.	Krishna Bahadur Rokaya	DRR Emergency Focal Point Ministry of Internal Affairs and Law, Karnali province	Government / Province
55.	Damodar Bhandari	Chief (Under Secretary), Disaster Management Division, Ministry of Internal Affairs and Communication, Lumbini Province	Government/Lumbini Province
56.	Baburam Panthee	DRR focal person Ministry of Internal affairs and Law, Lumbini province	Government/ Lumbini Province
57.	Lok Raj Joshi	Sectary Nepal Red Cross society Kailali	CSO – Nepal Red Cross Society
58.	Om P Neupane	Health Coordinator, Tulsipur Sub Metropolitan City, Lumbini Province	Local government/ Lumbini Province
59.	Bishnu Gautam	Former Member, Planning Commission, Lumbini Province	Government/ Lumbini Province
60.	Suresh Acharya	Secretary, MoWS	Federal Govt
61.	Rajit Ojha	Senior Divisional Engineer, Dept of Water Supply and Sewerage Management	Federal Govt
62.	Surya Raj Kadel	DG, DWSSM	Federal Govt
63.	Mohan Kunwar	Senior Divisional Engineer, Ministry of Physical Infrastructure and Development, Sudurpaschim province	Government Province Sudur paschim
64.	Ramesh Subedi	Senior Divisional Engineer, Ministry of Physical Infrastructure and Development, Karnali province	Government Province Karnali
65.	Dhruba Dhital	Chief, WASH Division, Ministry of Tourism, Rural & Urban Development, Lumbini Province	Government/ Lumbini Province
66.	Pushpa Raj Poudel	Spokesperson & Dy Secretary, Ministry of Health, Population & Family Welfare, Lumbini Province	Government/ Lumbini Province
67.	Kabindra KC	Chairperson, Simta Rural Municipality, Surkhet	Government/ local
68.	Prakash Ghimire	Program Manager/ Siddhartha Social Development Center (SSDC)	CSO/local/Lumbini Province
69.	Mani Gaire	Peace Nepal	CSO/Local/Lumbini Province
70.	Kamal Thapa	Executive Director, Chay-Ya Nepal, Kathmandu	CSO
71.	Madan Bisht	Chairperson, Tribeni Swastha Batawaran Samaaz, Baitadi	CSO
72.	Sunil Kumar Das	WASH Policy Expert	Retiree Joint Secretary/ Consultant MoWS
73.	Kalanidhi	Executive Director	MuAN
74.	Rajendra Pyakurel	Executive Director	NARMIN
75.	Rajendra Aryal	Central President	FEDWASUN
76.	Mustaq Ansari	Divisional Engineer; Spatari/Siraha	WASH divisional office Saptari, Siraha, Madesh pradesh
77.	Tiresh Khatri	Joint Secretary, MoWS	Federal Govt

No	Name	Designation	Category
78.	Nabin Shahi	KIRDAC Nepal, Surkhet, Karnali Province	CSO/ province
79.	Kamlesh Mandal	Executive Director,PPC	CSO WASH Madesh Pradesh
80.	Amod Prasad Chaudhary	CAP Baragadhi Municipality	Baragadhi Municipality, Madesh Pradesh
81.	Pankhaja Joshi	Women Development Office	LG
82.	Hemraj Bhatta	Program coordinator-BAS Nepalgunj	NGO
83.	Samir Kumar Adhikari	Chief/ Spokesperson Health Emergency Operations Center	Government
84.	Bishakha Laxmi Khadka	Head, CSR, NCELL	Private sector
85.	Sunil Raj Sharma	Director, National Health Information and Communication Center	Government
86.	Sheela Shrestha	Senior Health Education Officer, National Health Education Information and Communication Center	Government
87.	Kunj Joshi	Senior Health Education Officer	National Health Training Center
88.	Bal Krishna Pokharel	Executive Director	Association of Community Radio Broadcasters
89.	Binaya Guragai	Executive Director	Antenna Foundation
90.	Ram Bhattarai	Executive Director	Nepal Scouts
91.	Ayush Joshi	SBC and communication focal point for Save the Children	INGO
92.	Thulobabu Dahal	Under Secretary, MoSD	Ministry of Social Development, Madesh Pradesh
93.	Vijay Kmar Jha	Provincial Health Director	Provincial Health directorate, Madesh Pradesh
94.	Surait Thakur	Chairperson	Life Nepal, CSO, Madesh Pradesh
95.	Ebrahim Dewan	Chairperson	SODCC CSO Madesh Pradesh
96.	Bhawaraj Regmi	NEEDS Nepal Kanchanpur district, Sudur Paschim province	CSO/ local
97.	Satish Kumar Singh	Chair/Mayor	Tilathi Koiladi Rural Municipality, Madesh Pradesh
98.	Basantha Kumar	Mayor	Kandhanroop Municipality, Madesh Pradesh
99.	Dev Kumari Khatri	Under Sec.	Ministry of Women, Children, Youth and Sports, Madhesh Province
100.	Pramodh Yadav	PHLMC, Director	Madesh Pradesh, Provincial Health Logistic Management Centre
101.	Helen Sherpa	Country Director - World Education	CSO/Federal
102.	Pramila Singh	Member, Provincial Planning Commission, Madhesh Pradesh	Provincial Gov.
103.	Im Narayan Shrestha	Secretary, MosD Madhesh Pradesh	Provincial Government
104.	Radha Roka	Deputy Mayor, Chaurjhari Municipality, Karnali Province	Local Government
105.	Madhu Acharya	CEO/President	ShareCast Initiative Nepal
106.	Ramesh Ghimire	Cash Preparedness Coordinator	Nepal Red Cross Society
107.	Keshab Banjara	Social Protection Officer	Local level-Panauti Municipality
108.	Eloisa Astudillo Fernandez	Deputy Head/Cooperation, EU	Development partner/donor
109.	Swasti Thapa	Programme Specialist	Save the Children Norway

No	Name	Designation	Category
110.	Raj Kumar Adhikiri	Ex. Social Development Officer	Malangawa Municipality, Sarlahi
111.	Netra Raj Adhikari	Mayor, Shivraj Municipality, Lumbini Province	Local Government/Lumbini Province
112.	Ganesh Prasad Aryal	Chief Administrative Officer, Shivaraj Municipality, Kapilvastu	Local government, Lumbini Province
113.	Jashi Pandey	Mayor, Khandaachakra Municipality, kalikot	Local Government
114.	Padam Baduwal	Mayor, Badimalika Municipality, Bajura	Government/ Local
115.	Jamuna Bohara	Vice chairperson Joroyal Rural Municipality Doti	Government/ sudurpaschim province local
116.	Pooja Singh	Deputy Inspector General Police – Women, Children and Senior Citizens Directorate	Govt/Federal
117.	Ipti Karki	DSP- Women, Children and Senior Citizens Directorate – Nepal Police	Govt/Federal
118.	Annapama Panta	Under Secretary -Secretariat of Central Child Justice Committee	Govt/Federal
119.	Pema Lakhi	Executive Director – Nepal Care Fertility Center	CSO/Federal
120.	Keshab Chalise	Program Coordinator – National Child Rights Council	Govt/Federal
121.	Dipti Karki	DSP- Women, Children and Senior Citizens Directorate – Nepal Police	Govt/Federal
122.	Amrit Sakya	Head monitoring and Evaluation- CWIN	Govt/Federal
123.	Sabin Shrestha	Executive Director- FWLD	CSO/Federal
124.	Pitambar Koirala	Head of Program – TPO	CSO/Federal
125.	Anita Gyawali	Women Development Officer, Ministry of Social Development Karnali Province	Government/ Province Karnali
126.	Rashmi Tuladhar	Director	CSO Partner

Annex 4 Stakeholder views on comparative advantages brought about by collaborating with UNICEF

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

- Structured and planned ways of implementing the programs and activities with evidence-based findings and use of competent and proficient facilitators to conduct the activities with efficient supervision and monitoring of the programs cost effectively.
- The collaborative work with UNICEF Nepal helps considering the emergency needs i.e., mental health, Psychosocial support and child protection and capacity building front line and stakeholders.
- Their technical expertise.
- Production and broadcasting Corona Capsule reached to more than 1 million people of Nepal. Collected and compiled feedback and rumors from across the country.
- UNICEF has strong technical experts who are able to advise on policies in high level Government discussions. They are excellent collaborators and produce relevant and meaningful research to inform programming and policies.
- a) Enhanced knowledge in the key thematic areas (Education, Child Protection, Nutrition, Flood/Covid-19 Response, Shock Responsive Social Protection, RCCE).
b) Gained experience of working during emergency situation like Covid-19, flood.
c) Well trained human resource for the better implementation of program.
d) Extended program area in 136 local government of Madhes Province.
e) Successfully mobilization of local youth group with expertise in youth mobilization.
f) Livelihood support to the vulnerable people and children through the cash plus intervention program.
- UNICEF is not a major donor but has the trust of the government as they are seen as being there for Nepal through thick and thin. They are seen more as partners rather than dictating especially in education compared to other partners. This enables us working with UNICEF to get the government to adopt new practices and prioritize children's needs more than we could do if we worked separately.
- My organization's capacity has increased for the production and distribution of Social and Behaviour Change Communication (SBCC) on ECD.
- Following are some of the advantage that brought to our organization:
 1. Extensive knowledge base and experience was gained in-terms of Water, Sanitation and Hygiene.
 2. Organizational strengthening regarding financial and administration management.
 3. implemented project regarding disability inclusive WASH.
 4. Help prepare plan for local level government.
- The main focus is on issues of children and adolescents and emergencies where working modalities are found. The working environment is also good.
- UNICEF is very good in providing support for policy formulation. It would excellent if UNICEF support to GON and relevant stakeholder for ensuring engagement of wider stakeholders during the development of national policies and strategies which is comparative advantage working with UNICEF.
- UNICEF has supported to establish SNCU/NICU and capacity building of health workers for newborn care in short period of time.

- Extensive engagement to identify the needs of the beneficiary children and women through partnership with UNICEF, <name withheld> enhanced capability to engage in research activity outside of Media sector.
- Decline child morbidity and mortality, improve nutritional status, RH, hygiene and risk communication in Covid 19 and other epidemic, logistics supply and full immunisation.
 - Awareness has increased at the community level.
 - The capacity of the marinated community has been enhanced and their daily life has become easier.
 - The education of the children who have not been able to study due to various reasons has been given continuity.
 - There is an opportunity to work closely with the local government and stakeholders.
- Technical facilitation for the preparing the Media monitoring report efficiently. *Ad hoc* support of WASH kits/Dignity kits for those needy in Quarantine and isolation centre.
- Comparative changes brought in the areas like immunization regarding regular immunization and Covid-19 vaccination, nutrition Improvement, disaster and crisis management, WASH and Health care waste management in hospitals, MNH, health system strengthening, mental health etc.
- (a) Support in supply chain management of vaccine; (b) Support in installation and maintenance of cold chain equipment (expansion, extension and replacement plan)
- Strengthened data analysis system, empowered the personnel working in the data management, equipping child friendly room, raising awareness in the community.
- To ensure good school environment and enhance quality education.
 - extend relationship with local government
 - Help to develop ECD plan at Municipality
 - contribute to ensure holistic development of children
- International practices on disaster risk reduction.
- Collaboration with UNICEF has helped us scale up our child protection and child mental health interventions during the times of Covid 19.
- The child protection emergency support from UNICEFs allowed us to reach out to the children in dire need of assistance and also allowed us to roll out Child Helpline App on both IOS and Android platforms that made it easier for children to report sexual/online abuse; Likewise, our partnership with the Health section of UNICEF on child mental health has allowed us to increase outreach on child and adolescent psychiatry and mental health with training of health professionals, teachers and social workers in various provinces and start the tele-psychiatry services for children from all over the country.
- Activities and programs under the project by UNICEF Nepal have added value and supported in achieving the overall objective of Nepal police to prevent crime against children, protect their rights and prosecute the cases related to children.
- Technical support and guidance as well as the scale of impact that we are able to achieve.
- Synergy in action, experience sharing, resource sharing, capacity building
- Communicating the role of government, government priority; fulfil resource gap, mobilization of other development partners and civil society.

- <name withheld> and UNICEF both works for the young people. The partnership quite beneficial to implement the programs of both organization using common resources and network. Sharing the best practices and learning is another good opportunity for both of the organization. The outputs are more impactful on our partnership and collaboration.
- Strengthened thought leadership and collaboration in Social & Behavior Change (SBC) and communications, reaching to children in a targeted manner, and designing more contextual and need-based actions. Promoting collaborative leadership between agencies to work for children in Nepal.
- Advocacy, coordination, synergism in resources, joint planning, technical expertise and evidence generation, sharing and utilization.
- Technical support in IEC/BCC material development, wider dissemination of messages, swift content creation by crisis HUB, social listening and debunking rumour.
- Providing funds and technical assistance; learning from global evidence, cross learning and sharing.
- Partnership with UNICEF has helped to bring attention of other agencies in promoting mental health. It also brings credibility while implementing with National/ provincial/ municipal levels.
- (a) Better planning and budgeting in health. (b) capacity building of health worker and Health coordinator. (c) Children health nutrition issue have been identify best on this activities and budget are finalized. (d) Health and nutrition indicator are improving
- We have been working with UNICEF in CFLG and MSNP. UNICEF has expertise and international experiences in these both areas. The technical assistance and skill transfer has been substantial advantage brought by collaborating with UNICEF in these areas where we have been working together.
- Sharing and replicating Global Best Practices, Enhancing Child Protection, Reducing all forms of disaster risks etc.
- Advantages brought are: increased access to WASH services to community citizens, school children, health care facilities, improved institutional capacity etc. through UNICEF support, which otherwise government needed to do itself. Moreover, technical and financial support at national level for preparing policy documents.
- Improvement of water supply and sanitation facilities in schools and local communities with the implementation of water safety plan and school WASH program, Helping municipalities through development of WASH plan, supporting education materials to children.
- Collaborated efforts to strengthen maternal, newborn and child health including development of standards, guidelines, training packages have been very effective.
- The policy advocacy is mostly supported by UNICEF so although a small fund but is used in critical area.
- To ensure the right to education of the children even in the pandemic, child development through early childhood education and development, technical support to the capacity building basically for the planning in educational development and to strengthen Educational Management and Information System.
- Capacity development, Response in the situation of DRR and Pandemic, ECED, Technical support in Education sector planning etc.
- Recognized international partner by the Government. Technical expertise.

Annex 5 Stakeholder views on UNICEF work adding value to other interventions

Question: 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.

- Using evidence-based approaches, practicability of the interventions and competent and proficient manpower to implement the program with efficient monitoring of the programs must have added value to programs run by the UNICEF.
- The intervention has contributed to GBV issues eradication, made the service providers more accountable towards the child protection issues by making advocacy, providing technical assistance in local level policies addressing the issues happening in the community.
- Of course, according to my knowledge during the pandemic and disaster UNICEF support has added the value of intervention.
- Yes, the research produced by UNICEF is invaluable to help policymakers and program implementers understand the context in country and form meaningful interventions to address the challenges.
- UNICEF's work has been supporting in strengthening Nepal Government's intervention in Provincial and local context such as the program has made the government's line agencies more capable to cope with emergency situation like Covid-19/Flood. The program has also enhanced the capability of local as well as provincial government stakeholders in better management of information and timely response during emergency. Also the program has collaborated the government's stakeholders to take action against children's issues.
- Besides child and maternal health, the technical support in various programs have added value to interventions carried by Government.
- Certainly, the current project that we are working together with UNICEF help local level government to formulate WASH Plan. This intervention is very important because it will help local level government to plan WASH activities in their area.
- Yes, it has happened through family reintegration, emergency health support, legal and psychological counseling, etc.
- UNICEF emergency/humanitarian support contributed to preventing the COVID pandemic and continuing of education in such emergencies and protecting the rights of children.
- (a) Humanitarian response; (b) Better coordination through cluster engagement- during response; (c) Good coordination for national/provincial level advocacy; (d) Coordinated effort for SBC and RCCE interventions
- UNICEF's contribution to programs such as the government of Nepal and national strategy especially in the current scenario, so UNICEF added value.
- Yes, it has. In nutrition, UNICEF has strongly supported the government in coordinating and organising the implementation of MSNP. In social protection, it has increased outreach and facilitated meetings and information sharing in a way that was accessible to non-experts. In education, it has facilitated the access to more vulnerable / excluded children, making sure they were included.
- Data generated through Child and Family Tracker has helped Government stakeholders and donors to make decisions based on evidence generated via the survey.

- System strengthening, co-ordination, health plan and policy constructive feedback, emergency response and logistic supply in emergency situations.
- The partnership with UNICEF has enhanced the organization's profile. This has led to increased cooperation with other UN agencies. It has deepened its relations with various bodies of the Government of Nepal. It has provided an opportunity to work with the province/local government.
- Of course UNICEF is still supporting in the intervention of Nepal Government and other donors as well. The program of UNICEF is endorsed in center and local implementation plan like Girls Education program which implemented by 29 local levels in 7 district of Madhes Pradesh, Child protection project in collaboration of local level, WASH with GoN. In overall UNICEF is technically and financially supporting in following indicators of Nepal government and local Donors they are Education, Health, Hygiene & Sanitation, Child Protection & Right and WASH.
- Value added to social justice, protection of women and child rights, reduction in early child marriage, restoration of adolescent sexual and reproductive health rights, reduction of brutal and unhealthy habits and taboos related health etc.
- UNICEF, under the financial support from EU, gave technical support to National Planning Commission /MOFAGA and other stakeholders at the national, provincial and the municipal level during the evaluation of Multisectoral Nutrition Plan Phase I, formulation and design of MSNP 2. It has given the HR at the national level, provincial level and the municipal level through Govt stakeholders and build their technical capacity to implement this program. This adds lots of value at the local level as municipal govt have started putting resources in nutrition and nutrition governance and also develop the nutrition through the nutrition governance at all levels.
- UNICEF's work has definitely added value to other interventions from the GoN and other donors and bi-lateral agencies as UNICEF's work in all the prominent sectors of child protection, education and health including the child mental health all of which are priority agenda for the government of Nepal and the line agencies. UNICEF's global overview of the issues and its inputs both knowledge base and financial contribution has helped enhance the programmatic interventions in these sectors.
- Programs under UNICEF Nepal's project has supported the idea and interventions by the GoN through capacity building of police personnel in juvenile justice, raising awareness among concerned, building child friendly spaces in police units, developing mechanisms for data driven gender policies and programs and modernising and transforming the learning system within police by supporting the concept of virtual studio.
- Yes, recently UNICEF contribution is remarkable on establishing and strengthening local mechanism for child rights and child protection as provisioned by act relating to children.
- UNICEF is always a key organization for the government of Nepal not only in federal level but also in grassroots level to identify the issues of young people, and to do advocacy for the formulation of the needed program to solve the problem of young people by supporting the government and non-governmental agencies.
- UNICEF's work on COVID-19, especially SBC has been visible in providing guidance and collaborative leadership to the government to promote critical life-saving messaging, and more need-based and regular information sharing.
- Yes, government system strengthening.
- RCCE (social listening, swift content creation and debunking of rumour in pandemic period).

- Specifically in the field of child and adolescent mental health, engagement of UNICEF has acted as catalyst. They have helped to highlight the need and now government is paying attention. After UNICEF's engagement in mental health other Bilateral agencies have also started looking into mental health.
- Yes UNICEF has added value to other intervention implementing by the Nepal government / doner or other development sector. Because UNICEF works collaboratively and cross sectoral resulted help to bring better impact on health, Nutrition, WASH and Education as well as prevent duplication of resources and maximize synergy.
- Yes, definitely, the UNICEF's work has added value to the interventions by the government of Nepal in a way that the technical expertise and the knowledge in child protection and nutrition has contributed to improve the situation at community level.
- Yes. It mainly includes coordinated approach in achieving ODF status, piloting NWASH tool, and its updating, upscaling of Best practices, creation of WASH MIS system and upscaling, promoting WASH in schools, water safe communities etc.
- (a) providing funds (3); (b) Providing vaccine quickly (c) It supports our work with finances.
- Intervention of UNICEF on WASH and Education program helps government of Nepal to achieve its national objectives of WASH.
- Yes, UNICEF has prioritized adopting WHO recommendations for maternal death, essential newborn care, care of small and sick newborn and revision of Nepal Every Newborn Action Plan (NENAP) which are very relevant.
- Documents like sector development plan, WASH policy has been supported by UNICEF. The rolling out of National MIS along with water quality related interventions are supported by UNICEF.
- UNICEF brings technical expertise on best practices in the field of nutrition,

Annex 6 Stakeholder reasons for their choice of satisfaction level on programme delivery in light of federalisation

Question: Reasons for the choice of satisfaction level - In light of the federalisation processes, UNICEF overall has been able to deliver its work programme effectively in the Provinces/municipalities.

- Since UNICEF has been working with Nepal Government at various level, the collaboration and coordination with Nepal Government has been proved very effective in implementation of the program. Also the technical support from UNICEF and involvement of Nepal Government in every steps has increased the ownership and thus contributed to the better effectiveness of UNICEF's work.
- The Provincial governments need to see UNICEF more as a serious partner and having more junior staff in most of the interactions along with INGO and NGO partners undermines Provincial level trust and commitment. At the Municipality level this works well but to strengthen the Provincial government more professional senior level engagement is needed.
- For the two programs where I was involved, UNICEF prioritized an organizational structure based at national, provincial and the municipal level till the ward level. The purpose is to give a strategic reach to each and everyone in the community through ward level structure during implementation. Federal mostly gave strategic and financial support and the implementation was the responsibility of municipal and local under the guidelines given to them by MOFAGA with the technical support from UNICEF.
- One of the point is that UNICEF is helping local level government to formulate policy which is very important because local level government lack technical manpower to do so.
- UNICEF has to do more on federalization.
- UNICEF's programs directly at municipality level is very low.
- Having staff in the provinces has been key to making sure that trust exists with the provincial and local governments, and durable relationships are established.
- UNICEF take long time to approve our request because of head office Kathmandu; The office cannot make decisions on our requests as it has go to head office long time.
- The requirements of the municipality are difficult to get.
- Not sure whether UNICEF has understood the federalism and its implications for us.
- UNICEF consulted Federal ministry but no provinces; They consult Federal Ministry for agreements (2); UNICEF plans are approved by Federal government and not by us (sub-national official); Difficulty with agreeing on our work in the province; Province requests are not met most time
- Our needs are not always given; UNICEF should consider provincial needs better.
- Child grant program did not consider difficult working areas.
- UNICEF has not understood the underlying reasons of federalisation fully and works as before federalisation.

Annex 7 Stakeholder suggestions on improving effectiveness

Question: If, in your opinion, effectiveness is to be improved, how would you suggest such improvements be undertaken? (additional comments)

- Increased partnership with community media for information dissemination and awareness raising will be more effective.
- Long term program intervention will be much appreciated.
- UNICEF has not managed to bring together its portfolios for greater impact. For example the health efforts are not linked to the education efforts to reduce disability and to ensure early identification of children with disability. The nutrition efforts do not link across the 1000 Golden Days to ECD to Early Grade programming. School Meals are being expanded and are falling victim to corruption in many priority communities but there are few links between UNICEF and WFP to ensure improved school nutrition efforts. There are similar gaps with WASH and Child protection.
- More coordinated among all the interventions is needed. Target audiences get confused and have difficulty in managing time for people who to talk to them separately almost for the same cause. All of it can be integrated and implemented.
- UNICEF needs to work as UN Agency but not like an International Non-governmental organization. At times I have felt that UNICEF treats its partner as the vendor which doesn't keep the value of partnership intact.
- Since local level government lacks skilled and enough manpower to implement plan and project. There is still need of CSO/NGOs to help them to fill the gaps. Therefore, it will be always beneficial for UNICEF Nepal to work together with partners while implementing the project at local level.
- New interventions recommended for newborn and child health should be adopted and implemented more frequently.
- Prioritizing to strategize beneficiary friendly programs.
- Continue with rigorous data collection, analysis and communication.
- Cover whole district of province, increase RH and child health activities.
- Ask suggestion and advice for programmatic planning and modality confirmation. Linkage Partner organization with local government and enhance their capacity too. Also focus on disability and DRR/Climate change-based program development.
- Please do focus on programs likes Home visits and home-based care, support in engaging families in health and nutrition improvement programs, conducting Health and Well-being Centers need to be conducted at ward levels so as to improve life-style modifications owing to controlling NCDs right from the very beginning of childhood, support in health infrastructure development and quality assurance etc.
- Should be focused in rural areas than that of urban and city.
- Strengthening role of civil society partners/ more consultations with community actors including the young people and their organisations like the National Adolescent Girls and Boys Networks for their direct inputs. Forming strategic partnerships with civil society actors that goes beyond project cycles to engage in critical issues of concern.
- Program should totally cover municipality or district
- Include Dalit community

- UNICEF shall invest in balanced way with CSOs and Governments. Engagement and strengthening with local mechanisms and local government shall contribute better coordination with federal and province.
- If UNICEF invites the partners for the program planning and formulation of the country plan, it would be more beneficial in terms of needs of the community as well as in terms of impact of the program. UNICEF should give priorities to those organizations who have similar vision, mission and priorities.
- Build thought leadership and collaborative partnership with like-minded organizations and play a more visible role to collaborate to address duplication of efforts, and scale up of good practices.
- More program should be conducted in curative health services as well.
- Program should align with digital health framework and E health roadmap, emphasis on information equity for leaving no one behind and health promoting school.
- Providing strategic guidance to the federal and province level government will be effective for the implementation of the planned interventions and the projects.
- Fiscal year of government and UNICEF should be similar so that DCT modality well be helpful.
- The nature and extent of interventions at local level depends on the local context. Hence the interventions should be tailored with the local situation and context. To be specific, blanket approach of intervention based on "one size fits all" does not work. so that, the interventions should be specific based on local needs and demand.
- Frequent interaction with Implementing partners.
- I think to support federalization process in WASH, more focus needs on strengthening system at municipal level for operation and management of WASH services for sustainable, efficient and effective service delivery, enhancing capacity for better governance. Municipal government needs to be in the leading position to implement. Support agency should provide technical and financial support.
- Field Office has no authority and no consultation after.

Annex 8 Stakeholder reasons for their choice of satisfaction level on partnerships

Question: Stakeholder reasons for the choice of satisfaction level: How satisfied are you in your partnership to implement the work programme of UNICEF?

- Effective and efficient implementation of program with very effective relationship with the partners.
- Our collaborative work addresses the contemporary issues of the community with technical support in addressing them.
- UNICEF's major thematic areas enhanced the knowledge and also supported in institutional development. Similarly, the technical support from UNICEF has supported in enhancing capacity of human resources.
- In recent times UNICEF has seemed less committed to work with the government and model building and seems to be leaning more towards a more scattered local level approach with limited technical support.
- The quality and equity in delivery of integrated services needs to be improved.
- The knowledge and the capacity of the partner to deliver the program is not as expected by UNICEF. They have very equipped staff and they do give technical support but the staff at the recipient level is not well equipped, so it impacts the program. Again the geographical and social diversity more number of staff but UNICEF might have its own limitation and Govt has to manage with the limited number of staff. So sometimes this result into poor performance. One staff can't work in the whole of province.
- UNICEF is on top to work in its thematic area than others, still more effort, collaboration and sharing-interaction is required mainly in sub national level.
- Budget plan some is very tight and difficult to meet the desired outcome because work condition cannot be predicted in advance.
- It is a reliable and trustable international and intergovernmental organization.
- The planning and proposal development process did not see a bottom-up approach. It felt sometimes top-down approach was applied.
- Contribution of other agencies not properly acknowledge (equal footing).
- Our recommendation would be little bit long term project for the better effectiveness.
- UNICEF could do better coordination and collaboration with partners and require to focus in context specific programming instead of generalization in certain programming area (including equity focus).
- We are very satisfied with our partnership because UNICEF has valued <name withheld> capacity to manage this new approach in research, we have enhanced our capacity to implement large scale research activities.
- It is a great pleasure for us to be able to work as a partner of the UN agency. The mechanism developed by UNICEF in close coordination with the government to conduct programs and joint discussions through partner organizations is very good and commendable.
- Since UNICEF is engaged in supporting us in improvement and upliftment of children's health and nutritional status as per our vision, mission and goal.

- Strategy is good. Focus only on required area/needed ones. Intervene in detail with the purpose of developing a model.
- We have learned a lot from this collaboration and have grown. We have always been made to feel like equal partners and that is empowering.
- Poor communication with field office, difficult to obtain information; Lack of coordination; Communication should be improved, and our needs should be fully considered
- UNICEF is adaptive to the program demands and understand the needs of contemporary requirements.
- UNICEF works in a fact basis, the approach of partnership and communication is quite effective. The outcomes are more impactful when we both work for the similar objectives with professional collaboration, for that the professional culture of UNICEF Nepal is quite impressive.
- UNICEF needs to build a culture of thought leadership, focus on collaborative partnerships to innovate with like-minded organizations, and strengthen coalition to address issues of duplication in actions, data mining.
- Partial engagement with UNICEF and some gaps in observing in the field. So could not see the entire engagement and support from UNICEF.
- We have found a very strong collaboration in designing and implementing the programs.
- UNICEF is doing good work in provinces/municipalities and is helping in the development of our country.
- Partnership is based on the sector priorities. Joint planning, Progress review. Occasional joint monitoring.
- Difficulty with planning as the plans approved in Kathmandu; Again, provincial needs have to be met; UNICEF prepares agreement with Federal Ministry and passes them to us.
- Our urgent needs is not met by UNICEF; Our needs are not met but other organisation support better; Not enough money for difficult areas; Our municipality needs are not adequately addressed; Our requirements not met; Our priorities not always considered.
- Financially Transparent and good technical support from staff.
- In terms of the programme gap in the field of education basically early grade children and equity issues, UNICEF Nepal is providing the technical as well as financial support to fulfill these gap.
- There is issue of budget release in a timely manner.
- The support given during difficult times.
- Sometimes difficult to work with UNICEF - they do not listen to our voice.
- Good governance and transparency.
- Set target and supportive for the targeted beneficiaries.
- UNICEF has been a long-time partner; however in the recent times they have not been very effective, and delays are encountered in their work.

Annex 9 Stakeholder reasons for their choice of satisfaction level on CSO implementation

Question: Stakeholder reasons for the choice of satisfaction level: What is your opinion on the performance of NGOs/ INGOs/CSOs in implementation of UNICEF programmes?

- Effective and efficient implementation of program with very effective relationship with the partners.
- UNICEF has been providing not only financial support but also technical support in every steps that enhances the capabilities of an NGO/CSO and thus producing better program output.
- Quality improvement and technical support visits need to be improved.
- Coordination and monitoring need to be strengthened.
- NGOs/INGOs are working in this but again one door system working modality and sharing is not properly done.
- NGOs/ INGOs/CSOs tries to complete project in time and quality of their work is better.
- UNICEF can do better in strengthening role and space of civil society organisations across the country.
- They (CSOs) are focussed only on budget; They may not be the best NGO.
- UNICEF Should focus on the local government agencies and the Organization who have large networks. NGOs and CSOs now in Nepal are not effective like before in terms of their performance and transparency.
- Sometimes we are not sure whether they (CSOs) are competent; Limited capacity of local NGOs. Sometimes their capacity is low; there capacity is not enough; Their capacity is not good; I do not think they are very capable; They do not enough capacity; Partners are not very good in their job (capacity); Competency is questionable; They are not efficient; They can be more efficient.
- I think many of the CSO lack adequate experience and they are also expensive. If the money is given direct to the government, more work can be done.
- The degree of transparency and accountability.
- They are chosen without considering expertise.

Annex 10 Stakeholder reasons for their choice of satisfaction level on sharing information

Question: Stakeholder reasons for the choice of satisfaction level: Are you satisfied with the way UNICEF is sharing information, reports etc, on their work?

- Timely and explicit communication.
- Reports and updates are regularly provided via social media and bulletins.
- UNICEF's sharing of information reports not only support in the program intervention but also enhances the knowledge on reporting techniques.
- They have very nice messages and if only they all can be translated in simple leaflet for people at local level. this would help.
- UNICEF is extensive use of e-technology and, more recently, all work through the paperless system (KOBO tools etc.) notification mechanism is very effective and efficient.
- Tendency to take credit for more than what was actually achieved by UNICEF.
- A more collaborative approach to knowledge management and learning is key. Focusing more on how KML actions can support programs and actions not just limited to the UN system, but useful to other like-minded organizations as well. Collaborate on joint research actions and diffusion process.
- **Comments by those who receive information, reports etc.**
 - UNICEF shares effective information and reports of their work with our organization which is necessary for implementing program; Because it does timely sharing of reports.
 - They give us written and verbal feedbacks, submit supervision and monitoring reports, frequent meetings and sharing, Most of the UNICEF's staff are hardworking, generous and change making personalities. they have the good communication and team building skills; Always share their reports and send drafts for comment when relevant
 - We are happy with the flow of information; UNICEF shares the reports in timely manner; Reports are shared frequently; UNICEF is sharing required information on time and also follows up for the required information and reports from us; Timely sharing with detail information and also taking the feedback provided by the stakeholders to complete the information;
- **Comments by those who do not receive reports/information (collated)**
 - No regular sharing is happening in subnational level. We do not generally see reports.
 - It would be better if partner organization gets regular update on new publication of UNICEF and provide information, conference and seminar that are organized in relation with project; Would be great if UNICEF could share the report of information on time and in advance of program.
 - Would be good to get right information on time. Sometimes we have faced significant delay to receive the information and delay.
 - More work can be done to share the findings apart from posting on UNICEF's website.
 - UNICEF share more report; Not any sharing; No communications. We are not aware of what happening; Limited systematic sharing of the information or reports based

on the work; We do not receive any reports; We do not receive any letters etc.; Not receive any information; No information is received; Sometimes it takes longer time; We have no access to reports; UNICEF not sharing their reports; There is no sharing of results; There is no sharing of report. when we ask sometimes, we have get responses; Their reports are not regular; In my work i have not received any reports; We do not receive any reports; We do not have their work reports; UNICEF do not share reports; UNICEF do not share reports - some are in English; We do not received feedback on UNICEF work; This doesn't happen regularly