

**Evaluation Title: Summative Evaluation of the “EDUCATION FOR ALL” JOINT PROGRAMME IN MADAGASCAR (2015-2021)**

**Region: ESARO**

**Office: Madagascar**

**Evaluation Year: 2022**

**Person-In-Charge for Follow-up to Management Response: Jean Francois Basse, Resident Representative, UNICEF-Madagascar**

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

*In general, the recommendations of the Evaluation are relevant for further expansion of the joint programme or programmatic work to be conducted jointly with UN agencies in general or for the expansion of the current programme under the Norwegian government funds. The UN agencies have so far started to consider the way forward with a future funding from the same donor and opportunities exists to have part of the work continued with other funding or with an improved proposal as a result of the implementation of the recommendations of that evaluation. For example, school feeding with WFP can be combined with interventions on learning and similarly for school construction and community development with ILO. At the same time, given the duration of the joint programme, the evaluation provides ways to improve interagency programming, effective implementation and impact. The relevance of the recommendations is that it provides framework for future programming work jointly with other partners. Only five recommendations are addressed to UNICEF and action will be taken accordingly.*

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

*The evaluation was designed to have adequate knowledge and framework for further model of joint programming and also given the situation of multiple vulnerabilities in the South, the donor and the UN agencies consider that it is worth assessing the impact in the 2021 – 2022 workplan in order to gather evidence on the programme and to move forward with further joint programme in the same regions. The recommendations remain pertinent for not only the coordination work but as a framework for UNICEF which is involved especially in the South and with the multiple implementing partners and donors (USAID, World bank with GPE funding) investing in the three Southern regions.*

**RECOMMENDATIONS and ACTIONS:**

Develop joint, multi-sector integrated interventions in the spirit of “Delivering as One”. This involves mapping partners, working in concert with the various partners, expanding the scope and responsibilities of the Programme Field Officer position profile, and strengthening the reporting system (high priority, short term, medium resources, strategic).

**Management Response: Agree**

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

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage	Actions taken	Supporting documents
Reinforce the coordination mechanism among the three UN Agencies including their respective partners and with UNICEF field offices in the three regions for the planning and evaluation of the activities in a “One UN approach”.	UNICEF	Joyce Patricia BHEEKA	April 2023	<b>Underway</b>	<ul style="list-style-type: none"> <li>- A Consultant (P3 level) is recruited for designing new joint programme</li> <li>- Develop a partnership mapping including national implementing partners and their respective field of interventions for better coordination of</li> </ul>	Official advertisement in UNICEF vacancy website is available and contract to be signed end of February 2023; Availability of mapping document

					<p>the joint programme</p> <p>- Conduct steering committees and Review meetings to have a global insight of the joint programme beyond the expiry of the funding.</p>	<p>One Review report is available.</p>
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**Evaluation Recommendation 2:**

Design and apply a results-based management approach, with the establishment of a simple monitoring evaluation system shared by the three agencies, including baselines and targets, financial and technical indicators to achieve a rigorous evaluation of results. The mechanism should also include a logical framework (results matrix with baselines and targets), a theory of change, a risk management strategy, and an exit strategy to ensure sustainability (high priority, medium term, substantial resources, operational).

**Management Response: Agree**

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

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage</b>	<b>Actions taken</b>	<b>Supporting documents</b>
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<p>Setting up of an exhaustive monitoring and evaluation (M&amp;E) system for the three UN agencies</p>	<p>UNICEF</p>	<p>Joyce Patricia BHEEKA, Chief Education</p>	<p>December 2023</p>	<p><b>Underway</b></p>	<ul style="list-style-type: none"> <li>- Consolidate a common timeline and data collection system</li> <li>- Organize Joint missions for both M&amp;E and programme staff responsible of the Joint programme with the targeted DREN and CISCO on implementation sites.</li> <li>- Organize EFA programme Review workshops both on at central and regional with a deep-dive on the baselines, targets, results achieved, financial and programmatic indicators among the 3 agencies,</li> </ul>	<p>A common log-frame, monitoring and completed Evaluation template with the risk-management plan</p>
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					the regional directorates - DREN, CISCO and the beneficiaries - teachers and students	
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**Evaluation Recommendation 3:** Develop a communication strategy and a knowledge sharing platform on lessons learned and good practices applied during various interventions (high priority, medium term, substantial resources, strategic).

**Management Response:** Agree

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

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage	Actions taken	Supporting documents
Develop an information management system to facilitate the sharing of information and utilization of evidence and good practices.	UNICEF	Joyce Patricia BHEEKA, Chief Education	August 2023	<b>Not started</b>	<ul style="list-style-type: none"> <li>- Identification of different programme and other related documents from the 3 agencies</li> <li>- Organize dissemination workshops at regional and district level of the</li> </ul>	An information system is available

					<p>outcomes/results of the evaluation of the EFA joint programme.</p> <p>- Establishment of a website dedicated for the EPF joint programme</p>	
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**Evaluation Recommendation 4:** Revise the programme design while including the experimental approach comprising a control group to serve as a basis for comparison (high priority, short term, low resources, operational).

**Management Response:** Agree

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

<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage</b>	<b>Actions taken</b>	<b>Supporting documents</b>
Develop an additional programme document integrating all required elements including coherent theory of change, the results matrix,	UNICEF	Joyce Patricia BHEEKA, Chief Education	May 2023	<b>Underway</b>	- Consultant to develop an integrated document of the EFA joint programme design comprising theory of change, the results matrix, and	

and the indicators le tableau including for the control group along with an exit strategy.					the indicators, review and update in an exhaustive manner	
<b>Evaluation Recommendation 4:</b> Introduce a holistic programmatic mapping system for planning and measuring synergies (5W: Who? What? Where? When? for Whom?) at sector level and in the multi-sector sense, in order to better identify needs on the ground and calibrate tailor-made interventions (high priority, medium term, low resources, operational and strategic						
<b>Management Response: Disagree</b>						
<b>If recommendation is rejected or partially accepted, report reasons:</b> We believe that the holistic programmatic mapping system for planning and measuring synergies can be provided as part of recommendations 1 and 2. The mapping of the partners' interventions and the communication strategy will help enhance synergies among the UN agencies and other implementing partners and donors in the South of Madagascar.						
<b>Actions planned</b>	<b>Responsible Office</b>	<b>Responsible Person</b>	<b>Expected completion date</b>	<b>Implementation stage</b>	<b>Actions taken</b>	<b>Supporting documents</b>

**Jean - François BASSE**  
 Représentant  
 UNICEF MADAGASCAR

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 Representative