

UNICEF Evaluation Management Response Template

Evaluation Title: Country Programme Evaluation of the Government of Somalia and UNICEF Country Programme of Cooperation 2021-2025

Region : Eastern and Southern Africa Regional Office (ESARO)

Office: Somalia Country Office

Evaluation Year: 2025

Person/s-In-Charge for Follow-up to Management Response: Ephrem Belay-: Chief Planning, Monitoring and Evaluation

Overall Response to the Evaluation:

The Country Programme Evaluation (CPE) was conducted through a consultative process. The Senior Management Team (SMT) and heads of sections provided guidance and validated both the conceptual framework and the scope of the evaluation. The evaluation was summative, effectively assessing the results of the Country Programme, and formative, offering forward-looking recommendations for the upcoming 2026–2030 Country Programme.

The CPE focused on five key evaluation criteria: relevance, effectiveness, efficiency, coherence, and sustainability. It generated strategic, operational, and programmatic recommendations to inform the design and implementation of the next Country Programme.

UNICEF collaborated with the Ministry of Planning, Investment, and Economic Development (MoPIED) by establishing an Evaluation Reference Group, which provided quality assurance throughout the evaluation process.

A mixed-methods approach was employed for data collection. The evaluation team conducted a literature review, an online survey, Key Informant Interviews (KIIs), and Focus Group Discussions (FGDs). Participants were selected using a non-probabilistic, purposive sampling strategy to ensure the inclusion of relevant perspectives.

Planned Use of Evaluation: The CPE findings informed the design of the 2026-2030 CP with a forward-looking lens and reinforce UNICEF's accountability to key internal and external stakeholders, including the UNICEF Executive Board, international donors, national government and the beneficiaries.

RECOMMENDATIONS and ACTIONS:

Evaluation Recommendation or Issue 1: Strengthen the nexus approach within all interventions, including peacebuilding and social cohesion, to build resilience to future shocks and ensure relevance in the next phase of the CP.

Management Response: (Agree, Partially Agree, Disagree)1:

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
1.1 Capacity building of local administration and partners to enhance leadership and coordination on the nexus approach.	Somalia Country Office	Programme Specialist - Resilience	July,2026	Not started	-	-
1.2 Ensure that Country Office integrates peacebuilding, Environmental and Social Sustainability and conflict sensitive approach/initiatives in programme implementation plan (in Programme Documents, Workplans).	Somalia Country Office	Programme Specialist - Resilience	December 2026	Not started	-	-
1.3 Implement peace-building programming in Education integrated with protection aspects.	Somalia Country Office	Chief Education/Chief Child Protection	December 2026	Not started	-	-
1.4 Ensure the inclusion and enhancement of Environmental and Social Sustainability criteria in evaluations of each new programme, <i>for example, Joint Resilience Programme 2.0 Mid Term Evaluation (MTE) planned for 2026.</i>	Somalia Country Office	Chief Planning, Monitoring and Evaluation	December 2026	Not started	-	-

Evaluation Recommendation or Issue 2: Strengthen cross-sectoral integration within UNICEF and state governments, to comprehensively respond to children's needs in Somalia and achieve more sustainable solutions.

Management Response: (Agree, Partially Agree, Disagree):

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person/Section	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
2.1 Establish Programme Integration technical working group at Heads of Section level to drive the programme integration agenda like Essential	Somalia Country Office	Deputy Representative-Programmes	September 2025	Underway	Initial meetings to discuss the composition undertaken	TWG terms of reference and minutes

Package of Health Services (EPHS) under Primary Health Care framework forward.					-	
2.2 Develop multi-sectoral proposals to address integrated programming especially implementation of EPHS package under Primary Health Care framework	Somalia Country Office	Deputy Representative Programmes	December 2026	Underway	-	
2.3. Include strengthening cross sectoral integration within UNICEF and state government as an agenda item during the quarterly Programme Coordination Meetings (PCM).	Somalia Country Office	Deputy Representative Programmes	December 2025	Underway	Cross-sectoral integration is an agenda item during PCM (Mid and annual year reviews) -	meeting minutes and action points -
2.4 Develop and Promote the multi sectoral programme across thematic areas such as Primary Health Care (Health and Nutrition) Peace-building programme (Education and Protection)	Somalia Country Office	Deputy Representative Programmes	December 2026	Not Started	-	Integrated programme Proposals/Documents

Recommendation 3: UNICEF should continue to support systems strengthening at the national, state and district levels, for longer term sustainability.

Management Response: (Agree, Partially Agree, Disagree):

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person/Section	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
3.1 Capacity Building: Health workers receiving the skills and support for delivering essential maternal, newborn and child health services (EPHS package under Primary Health Care) through UNICEF-supported programmes	Somalia Country Office	Chief Health Section	December 2026	Underway	A series of trainings aimed at improving quality of care and strengthening reporting on priority diseases are underway.	Programme Reports
3.2 Facilitate strengthening of the government system to progressively use the national social protection system through: signing a Data Sharing Agreement with MoLSA that will allow UNICEF to share and access data from the Unified Social Registry (USR) and Social Protection Delivery Systems (SPDS) MIS for its programming.	Somalia Country Office	Chief Social Policy	December 2026	Underway	Through CSSP, UNICEF has initiated the deployment of the Unified Social Registry (USR) and the Social Protection Delivery System to provide cash grant to beneficiaries.	Programme reports
3.3: Support the government system to progressively utilize the national Education systems	Somalia Country Office	Chief Education	December, 2026	Underway	-	Programme reports

at Federal, State, and District levels in Education and other social sectors						
3.4 Conduct a Landscape analysis of potential first foods across various argon ecological, seasonal and cultural contexts in Somalia to inform food systems strengthening at national and sub-national level	Somalia Country Office	Chief Nutrition	December 2025	Underway	Procurement of consultancy services	Final landscape analysis report
3.5 Human Capital Development of the Child Protection Units and technical support for advancing the legislative agenda and child rights obligations under international treaties at national and sub-national level	Somalia Country Office	Chief Child Protection	December 2025	Not started	-	-
3.6 Technical support to develop and/or review policies, legislation, and strategies to ensure effective sanitation and hygiene programmes in both communities and institutions, from the national to district levels	Somalia Country Office	Chief WASH	December 2026	Underway	WASH has conducted evidence generation activities to inform the development of WASH strategic plans	-

Evaluation Recommendation or Issue 4: Strengthen integration of cross cutting themes in the next phase of the CP.

Management Response: (Agree, Partially Agree, Disagree):

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person/Section	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
4.1 Develop an office-wide gender action plan informed by Gender Programmatic Review.	Somalia Country Office	UNV, Gender Inclusion and Disability Specialist	30 September 2025	Underway	In consultation with the sections, the draft Gender Equality Action Plan has been developed	Finalized and approved Gender Equality Action Plan document.
4.2 Identify internal and external partnerships to further the impact of climate resilient initiatives across all divisions and further align the CP with the nexus.	Somalia Country Office	Programme Specialist	30 April 2026	Underway	UNICEF is working through Ministry of Environment and climate Change at the national level and in the South-west State. Internally, Resilience and	Signed AWP with Ministry of Environment and Climate Change.

					Climate Change Task Force	
Evaluation Recommendation or Issue 5: Increase child participation and raise the voice of children and youth across Somalia.						
Management Response: (Agree, Partially Agree, Disagree): This is subject to resource availability, additionally, the lack of institutionalized platforms for meaningful and safe child participation, particularly in humanitarian contexts, limits the possibility for immediate scale-up. Therefore, while we fully support the principle of increasing child and youth participation, such efforts must be incremental, context-sensitive, and aligned with child protection safeguards that exist in Somalia.						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person/Section	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
5.1 Development of a youth engagement framework/plan/Strategy	Somalia Country Office	Deputy Representative-Programmes	July 2026	Not started	-	-
5.2 Pilot Community Dialogues with Youth Inclusion (in Safe Spaces)	Somalia Country Office	SBC Chief	December 2026	Not Started	-	-
5.3 Facilitate Capacity Building for Partners on Ethical Child Participation	Somalia Country Office	SBC Chief	December 2026	Not Started	-	-
5.4 Scale up engaging of adolescents and youth, especially in urban and semi-urban areas through the use of platforms such as U report as a Safe, Voluntary Platform for Youth Expression.	Somalia Country Office	SBC Chief	December 2026	Underway	U-Report polls are being conducted with information coming from adolescents and young people. Further implementing partners have scaled up recruitment of young U-Reporters	U-Report poll reports; U-Report data on U-Reporters
Evaluation Recommendation or Issue 6: In light of the increasingly challenging funding landscape, adopt a two-pronged approach: 1. Diversify donor base and financial mechanisms; and 2. Prioritise high impact and multiplier effect interventions (links back to other recommendations – i.e., systems strengthening, cross sectoral work).						
Management Response: (Agree, Partially Agree, Disagree): The Country Office is already prioritizing high and multiplier effect interventions e.g. CSSP, JRP, Better Lives Programme.						
If recommendation is rejected or partially accepted, report reasons: Part 2 of the recommendation will be addressed as part of the actions under the first 5 recommendations						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents

6.1.1 Organize meetings to explore opportunities with new donors (China, Turkey and India (India-UN Development Partnership Fund (India-UN Fund)) in-country.	Somalia Country Office	DRU Manager	August 2026	Underway	Two meetings with TIKA, held and UNICEF is currently developing four (4) concept notes for submission to Turkey.	-
6.1.2 Discuss with our <u>Gulf Area</u> Office to explore opportunities and ways forward with Kuwait, Qatar, Saudia Arabia and the UAE. See if they can "match" funding received from other donors, like the UK or Germany (political link similar to Ksr/FCDO SAM project).	Somalia Country Office	DRU Manager	March 2026	Not started	-	-
6.1.3 Explore options for innovative finance mechanisms, non-traditional mechanisms of raising resources to meet children's needs. Examples include bridge funds, blended finance, crowdsourcing, and cryptocurrency donations.	Somalia Country Office	DRU Manager	July 2026	Not Started	-	-

EMR presented to Heads of Section and endorsed through Country Management Team mail poll.