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UNICEF Evaluation Management Response Template

Evaluation Title: Evaluation of Block Chain Based Cash Transfer Pilot in Nepal (UNICEF-Rahat)

Region: ROSA

Office: UNICEF Nepal

Evaluation Year: 2023

Person-In-Charge for Follow-up to Management Response: Thakur Dhakal, Social Policy Specialist

Overall Response to the Evaluation: The evaluation provided deeper and important insights into the relevance and efficacy of the block-based cash transfers. Though there are several recommendations that can be implemented only when the next block chain based HCT is implemented, there are several that can help overall preparation as well as overall emergency response (fully agree with evaluation recommendation 1, 2, 6, 8 and 9; partially agree with recommendation 3 and 11; disagree with recommendation 4, 5, 7 and 10).

Planned Use of Evaluation: The evaluation aims to inform both UNICEF Nepal as well as UNICEF globally. As this is one of the few evaluations of the block chain based HCT, it's an important insight also for the larger development and humanitarian community eager to experiment and innovate with processes and technologies that can enhance effectiveness and process efficiency. The evaluation findings have been shared with the government including the local government. The latter found the pilot/ innovation very useful.

Allowed Editor: Mirak Raj Angdembe; Thakur Dhakal

RECOMMENDATIONS and ACTIONS:

Evaluation Recommendation or Issue 1: Advance equitable blockchain education and awareness: Prioritize blockchain education and awareness efforts within UNICEF Nepal Country Offices (NCOs), recognizing the potential for disparities in understanding within the organization.

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

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

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Present/share the monitoring and the evaluation findings report.	SPGE	Ashok Kumar Jha/Thakur Dhakal	March 2024	Completed	Findings of the post distribution and evaluation presented and shared.	Rahat: Simplifying access to cash relief UNICEF Nepal Bing Videos Rahat Evaluation Presentation Progress Inc .pptx PDM Findings.pptx
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Evaluation Recommendation or Issue 2: Promote inclusive dissemination of key findings: Share key findings widely from blockchain-based CVA evaluations to bridge existing evidence gaps and contribute to knowledge dissemination in a transparent manner.

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

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
Publish stories; Share findings/report	SPGE	Thakur Dhakal	April 2024	Underway	Stories collected and shared. Plan to present in Global Webinar in April 2024.	Rahat: Simplifying access to cash relief UNICEF Nepal

Evaluation Recommendation or Issue 3: Prioritize early identification of verification challenges through an equity lens: Conduct regular risk assessments at the onset of each verification cycle, recognizing the potential for vulnerabilities among beneficiaries.

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

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If recommendation is rejected or partially accepted, report reasons: Identification and verification of beneficiaries are preliminary process before entering the data into block chain system.						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Share lesson learned and challenges associated with verification of beneficiaries	Janakpur Field Office	Ashok Kumar Jha	December 2023	Completed	Lessons learned shared during annual review.	Presentation.
Evaluation Recommendation or Issue 4: Equitably document lessons learned for verification delays: Documenting lessons learned from verification delays is essential to mitigate such issues in future programs, irrespective of whether blockchain-based CVA is utilized.						
Management Response: (Agree, Partially Agree, Disagree): Disagree						
If recommendation is rejected or partially accepted, report reasons: As the programme is already ended will be considered in future.						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed	Actions taken	Supporting documents
Evaluation Recommendation or Issue 5: Streamlining the banking process through API integration. Establish partnerships and collaborations with banks and utilize API (Application Programming Interface) technology to connect banking systems with the Rahat/ or other blockchain based platform.						
Management Response: (Agree, Partially Agree, Disagree): Disagree						
If recommendation is rejected or partially accepted, report reasons: One of the findings is that blockchain system is highly relevant for providing cash to unbanked beneficiaries. For those who are already banked streamlining the banking process through API integration will be additional effort and will also be expensive; whereas the benefits are minimum.						

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Evaluation Recommendation or Issue 6: Mainstream data protection: Ensuring that data protection is mainstreamed in future evaluations of blockchain-based CVA programs is critical.

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

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
Data protection agreement will be done with blockchain system	SPGE	Harsha Dahal	June 2025	Not started		

Evaluation Recommendation or Issue 7: Foster inclusive beneficiary onboarding with phone-Based eKnow Your Customer (eKYC): Addressing the challenge of onboarding beneficiaries without smartphones or internet access is essential for scalability and inclusion.

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

If recommendation is rejected or partially accepted, report reasons: This is not applicable to UNICEF

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents

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Evaluation Recommendation or Issue 8: Prioritize accessibility in communication strategies: Implement communication strategies in communicating about the support that prioritize accessibility, considering diverse linguistic, cultural, and literacy needs.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
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
Develop communication strategy and materials.	SPGE	Smriti Kamar	December 2023	Completed	Communication materials developed.	rahat_brocheure-Revised.pdf
Evaluation Recommendation or Issue 9: Foster inclusive stakeholder engagement for holistic perspectives: Expand stakeholder engagement by including representatives from diverse backgrounds, such as local community leaders, advocacy groups, and individuals from marginalized populations.						
Management Response: (Agree, Partially Agree, Disagree): Agree						
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
Ensure that consultations are inclusive esp. with duty bearers and members of the	Field Offices	Field Office: Social Policy Officers	December 2024	Underway	The child and family tracker (CFT) has good representation of	Programmatic visits Field Monitoring reports

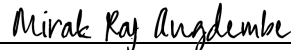

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<p>marginalised communities, to be reflected in the various monitoring /field visit reports</p>					<p>stakeholders and beneficiaries.</p> <p>Periodic consultations were conducted with the local government functionaries (palika CFT and the CFT with the new mayors).</p> <p>Plans to implement LNOB inclusive CFLG.</p>	<p>CFT reports- COVID-19 child and family tracker: Findings UNICEF Nepal</p> <p>EU gender programme PDs and implementation reports</p>
<p>Evaluation Recommendation or Issue 10: Establish a feedback mechanism for continuous improvement: Establish a robust and inclusive feedback mechanism that allows beneficiaries, particularly those from marginalized communities, to continuously share their experiences and insights.</p>						
<p>Management Response: (Agree, Partially Agree, Disagree): Disagree</p>						
<p>If recommendation is rejected or partially accepted, report reasons: This is included within recommendation 9</p>						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
<p>Evaluation Recommendation or Issue 11: Pursue equity in blockchain-enabled anticipatory action: Investigate the potential of blockchain-enabled CVA for anticipatory action, focusing on the pre-identification of vulnerable populations and early cash transfers in anticipation of crises.</p>						

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Management Response: (Agree, Partially Agree, Disagree): Partially Agree						
If recommendation is rejected or partially accepted, report reasons: This is only partially acceptable as this can be implemented only when Anticipatory Action is implemented. Also, the government is focused on banking everyone and the blockchain based HCT is more relevant for manual transfers.						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
When anticipatory action happens will explore the use of blockchain for unbanked households/individuals	SPGE	Thakur Dhakal	September 2025	Underway	Shared the findings of blockchain with the key government counterparts	(SPGE annual report 2023) SPGE SPGE Agenda-annual review, 2023 Agenda-annual review, 2023 Report Annual Review SPGE Section 2023 Dec

ENDORSEMENT OF THE EVALUATION MANAGEMENT RESPONSE

Function	Name	Signature	Date
Submitted by	Mirak Raj Angdembe, Evaluation Specialist		
Cleared by	Thakur Dhakal, Chief SPGE OIC		
Approved by	Jee Hyun Rah, Representative OIC	