

UNICEF Evaluation Management Response Template

Evaluation Title: Evaluation of the UNICEF Child-Friendly Communities Approach 2018 - 2022: DRC, Guinea and Liberia

Region: WCAR

Office: WCARO

Evaluation Year: 2024

Person-In-Charge for Follow-up to Management Response: Souraya Hassan

Overall Response to the Evaluation: *Include here Senior Management general impression on the process and outcomes of the evaluation, adequacy of evidence collected, and reasonableness of and the concurrence with findings. Were there shortfalls or limitations in the process and/outcomes? Are there any additional insights not articulated in the recommendations?*

Overall, the evaluation was conducted using a rigorous approach and the process was carried out in line with the evaluation standards and norms of the United Nations Evaluation Group (UNEG) and UNICEF. The findings are globally relevant and reflect both the positive contributions and significant constraints in the implementation of the CFC approach and of the health systems in the complex countries contexts involved in this evaluation. The findings are presented by evaluation questions, and an effort has been made to link them to the conclusions and recommendations. However, significant limitations affected the quality and depth of the analyses, including the limited availability of quantitative data and data quality issues. UNICEF will work in close collaboration with the countries concerned governments, particularly the ministries of health, to implement these recommendations. The recommendations included in this management response are of the level of responsibilities of the RO. The three involved COs having their own management response plan need to implement the other recommendations at CO level, which will be followed by RO for tracking progress.

Planned Use of Evaluation: *Include here what's the process to facilitate the intended use by the intended users, focusing on how evaluation findings will affect implementation of the programme and contribute to evidence-based decision making*

The evaluation results should be used by the Ministries of Health of the involved countries and their partners to strengthen the CFC approach for a greater impact on children's health and well-being. To this end, it is important to ensure that the results of the evaluation are widely disseminated at the national and subnational levels and taken into account in the strategic moments of reflection on community health in general and strategic discussions related to the redesign, intensification, or adaptation of the CFC approach. The findings of this evaluation also provide a solid evidence base for policy dialogue and advocacy for sustainable financing and the integration of digital community health data into national systems.

Allowed Editor: *Sevara Hamzaeva, Spero Koudoukpo*

RECOMMENDATIONS and ACTIONS:

Evaluation Recommendation or Issue 4: Integrate the monitoring and evaluation component of the programme to nationally existing systems:

Ensure the integration of digital community health data systems into national Health Management Information Systems (HMIS) through the scaling up of digitalization as well as access to data and ownership by national stakeholders at county/ regional/provincial levels to support decision making.

Management Response: Agree

If recommendation is rejected or partially accepted, report reasons: N/A

Actions planned	Responsible Office	Responsible Persons	Expected completion date	Implementation stage: Not started, Underway, Completed, Cancelled	Actions taken	Supporting documents
Support at least 6 Countries develop a digitalized CHIS and synchronize CHIS data into the National HMIS	WCARO	Ulrike, Eyram, Denis	March 2028	Underway	Support is being provided for selected countries	Reports
Evaluation Recommendation or Issue 5: Ensure robust multisectoral resource mobilisation for the sustainability and the scaling up of the CFC approach						
Management Response: 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 a Community Health Business Case to enhance resource mobilization efforts	WCARO	Ulrike, Alexandre, Denis	End of 2025	Completed	Community Health Business Case is under development with support from the Partnership section	Draft Business Case Denis-Mirana
Evaluation Recommendation or Issue 6: Strengthen advocacy with the government to increase funding for health, community health and high-investment interventions.						
Management Response: 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
Support 8 countries for the development of investment case for community health as tools for advocacy and resource mobilization	WCARO	Denis	End of 2026	Underway	4 countries are currently supported for the development of CH investment cases (IC)	Drafts of the IC
Support selected countries to develop and implement PHC Financing Action Plans including Community-Based PHC	WCARO	Ulrike, Paul (SP) Alex, Denis	End of 2025	Completed	7 countries have drafts of their PHC Financing Action Plans that have been reviewed by a Health Economist	Copies of the Action Plans Denis, work of Zida

Evaluation Recommendation or Issue 10: Mainstream gender and inclusion perspectives across all project interventions to ensure equitable access and outcomes for all community members, including girls, women, persons with disabilities, and marginalized groups.

Management Response: 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
Conduct a CHWs' Survey to document the current gender disaggregation among CHWs	WCARO	Denis	End 2025	Completed	Data collection has been completed, and data analysis is ongoing.	Survey report See with HQ to get the report: Kaing Soe
Support 6 countries in increasing the number female CHWs and ensure an inclusive and gender mainstreamed deployment of new CHWs	WCARO	Ulrike, Alexandre, Denis	March 2028	Underway	Support ongoing to countries to develop the ToC, Results Framework and Budget.	Drafts of the 3 deliverables

Evaluation Recommendation or Issue 13: Invest more in systematic capacity building initiatives to enhance the skills, knowledge, and capacities of local stakeholders, including community leaders, , and community health workers,-

Management Response: 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
Support selected countries in investing more in Virtual and in-situ capacity-building opportunities for stakeholders (community leaders, health workforce including CHWs) and learning exchanges related to new approaches for Social and Behaviour Change	WCARO	Ghaffar	March 2028	Not started	Planned from 2025 till March 2028	Progress under MCF funded project