

Evaluation Management Response Document

Region: ESAR

Office: Republic of Mozambique

Evaluation Year: 2022

Evaluation Title: *Process Evaluation of the Child Grant 0-2 Component in the Nampula Province in Mozambique (2019-2021)*

Person In Charge For Follow Up to Management Response: Luis Corral

Overall response to evaluation

The Child Grant (0-2 Years) is a sub-component of the Basic Social Subsidy Programme (PSSB) of the Government of Mozambique, managed by the Ministry of Gender, Children, and Social Action (MGCAS) and implemented by the National Institute of Social Action (INAS). UNICEF supported its design and implementation during its start-up phase since 2018, and the MGCAS requested UNICEF to commission the impact and process evaluations to inform the government future programming. The UNICEF Social Policy and Social Protection section was actively engaged in all phases of the evaluation, and ensured full ownership and validation of these evaluations by the MGCAS and INAS. While all recommendations have been directed to the Government of Mozambique (MGCAS and INAS), UNICEF Social Policy and Social Protection team will work with the MGCAS to adopt the recommendations for improved design and implementation of the Child Grant programme on its national expansion starting in 2022. The Child Grant scale-up strategy of the Government includes 2 phases: Phase 1: An expansion of the coverage to 250,000 beneficiaries in the period 2022-2024 in 9 Provinces and 59 district, with secured funding source to reach 164,872 (UNICEF, World Bank, state budget). Phase 2: expansion to additional 250,000 beneficiaries in the period 2024-2026

Planned Use of the Evaluation

With aims to support fulfilment of evaluation recommendations, UNICEF is closely working with the MGCAS and INAS in the following areas: • Supporting the Child Grant implementation to reach 43,662 beneficiaries in Cabo Delgado and Nampula provinces with the 'cash and care' design; • Advocating for revision of transfer values, adjusted by annual inflation rates. Special attention to the topic will be given during the Social Protection Week in 2022, organized by MGCAS, INAS, UNICEF and International Labour Organization; • Supporting to strengthen linkages with nutrition interventions; • Supporting the development of ProSAS and the capacity of the social service workforce, to amplify the referral and linkages between the Child Grant and social services; • Advocating for additional efforts to reach adolescent mothers, specifically through the case management component and referrals to health and education services. UNICEF Mozambique acknowledges that the scale-up strategy led by MGCAS addresses the 8 recommendations from the impact evaluation and 16 from the process evaluation, which as presented below.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Recommendation 1 – Develop a clear strategy for recruiting caregivers, such as going door-to-door, to maximise enrolment in the programme. While the Operational Manual recommends “awareness-raising,” it does not include a definition of what sensitizations should entail aside from community meetings. A door-to-door approach can be implemented over a series of days (at varying times during the day) to make sure all eligible women within a certain catchment area are reached. This approach should be implemented on a seasonal basis to ensure registration is continuous.				Agree	
1.1	UNICEF is supporting INAS to develop a clear plan for sensitization and registration of the programme, as well as providing trainings in the area of inter-personal communication, developing communication material and supporting the implementation of the complaints and feedback mechanisms of INAS.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
2	Recommendation 2 – Integrate the electronic database for the care component into e-INAS to create a single database for both programme components. The evaluation team expects that integrating the parallel systems currently in use by the cash and care components could encourage improved coordination between the two components and enhance programme delivery.				Agree	
2.1	UNICEF is supporting INAS in the development of eINAS to ensure that the case management information can be linked with the beneficiary database. In addition, UNICEF is supporting INAS to update the application used at field level for registration (SIB) to include the triage process of the case management component.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
3	Recommendation 3 – Consider developing Macua translations of the DSF and other case management tools to standardise caseworkers' understanding of these questions, and also to enhance beneficiaries' understanding.				Agree	

3.1	UNICEF and INAS are assessing the possibility of translation of the DSF and case management tools.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
4	Recommendation 4 – Consider ways to better use the screening process as an opportunity to sensitise beneficiaries about the programme and start to establish trust between caseworkers. Further, consider simplifying communication about the purpose of the screening and the results of the DSF process to enhance beneficiaries' understanding of why they were selected for the programme.				Agree	
4.1	UNICEF is providing trainings in interpersonal communication, both for Permanentes and SDSMAS, to ensure sensitization is done in an effective manner, and to increase beneficiaries' understanding about the selection criteria and purpose of the programme and its components.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
5	Recommendation 5 – Ensure that the triage process is used in Nacala-a-Velha to select new beneficiaries for the care component. This change can help avoid challenges later, such as identifying and tracking down beneficiaries and enrolling beneficiaries in the cash transfer component, and it can improve trust with beneficiaries.				Agree	
5.1	For the expansion of the programme, the triage process will be implemented in all Child Grant districts.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
6	Recommendation 6 – Ensure that bimonthly payments are delivered on time. As explained in the impact evaluation, having a clear understanding of timing of future payments makes households more likely to invest in productive activities. If payments are delayed, ensure that everyone understands why it's late and when it's coming. INAS should enhance communication regarding the payment schedule to ensure that as many beneficiaries as possible are present at the pay point and to minimise worry amongst beneficiaries regarding the next time they will be paid.				Agree	
6.1	UNICEF will continue the technical support that is provided to INAS delegations to ensure timely payments for the expansion phase. In addition, UNICEF is providing capacity development of INAS in the area of communication, to ensure information about payments is duly disseminated to beneficiaries.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
7	Recommendation 7 – INAS should increase communications to beneficiaries about how/where/to whom they can complain and about their rights as beneficiaries of the programme.				Agree	
7.1	UNICEF is supporting INAS to develop a clear plan for sensitization and registration of the programme, as well as providing trainings in the area of interpersonal communication, developing communication material and supporting the implementation of the complaints and feedback mechanisms of INAS.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
8	Recommendation 8 – Consider additional mechanisms (aside from permanentes) through which caregivers can lodge complaints about cash and case management. Caregivers could benefit from other channels to voice grievances since they seem uncomfortable complaining to the same person who pays them and do not appear to be using the complaint boxes.				Agree	
8.1	UNICEF is assessing the possibility of establishing a Community Based Complaints Mechanism (CBCM) in the context of the Child Grant.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	

9	Recommendation 9 – Implementing digital payments would be the ideal solution to this problem, so implementers should consider piloting digital payments in some districts. Whilst scale up of digital payments is not feasible, consider revising the cash transfer amount to avoid problems making change at pay points.				Agree	
9.1	UNICEF is assessing the feasibility of gradually upgrading the payment modality to digital payments in the Child Grant districts.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
10	Recommendation 10 – Consider conducting a detailed capacity assessment of technicians and permanentes to identify specific strengths and gaps in knowledge and in the technical and functional competencies required to undertake various stages of the case management process. Results of the capacity assessment should inform the necessary adjustments of the training content and technical assistance for the case workers.				Agree	
10.1	UNICEF is advocating for a national capacity assessment of INAS to identify potential gaps that might be affecting the implementation. UNICEF is also supporting the development of ProSAS, and strengthening of the social service workforce, which could enhance the delivery of the case management component.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
11	Recommendation 11 – Consider ways to strengthen communication about the care plan, as well as supervision/monitoring of the care plan sign-off, to better inform families and manage their expectations of the care plan. Given the language and literacy barriers amongst the beneficiary population, consider developing more visual/infographic family agreements that are easier for beneficiaries to understand.				Agree	
11.1	UNICEF is providing trainings in interpersonal communication, both for Permanentes and SDSMAS, to ensure sensitization is done in an effective manner, and to increase beneficiaries' understanding about the selection criteria and purpose of the programme and its components.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
12	Recommendation 12 – Consider ways to ensure that caseworkers have adequate resources for transport to home visits, so that they are able to comply with the care plan and maintain the trust of beneficiaries.				Agree	
12.1	In preparation for the expansion, UNICEF is supporting INAS to conduct a needs assessments for each intervention, including both cash and care components.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
13	Recommendation 13 – Consider developing a more systematic approach to case classification to ensure that caseworkers have a consistent understanding of the severity of each case and ensure the consistency in the use of the established criteria for case classification. Further training, support and supervision should be given to SDSMAS officials and permanentes to ensure quality reporting.				Agree	
13.1	UNICEF is providing additional support, including training, support, and supervision to SDSMAS and permanentes, to increase the capacity of delivering the case management component for the expansion phase.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
14	Recommendation 14 – Consider ways to include permanentes in case conferences, even whilst sanitary restrictions related to the COVID-19 pandemic continue. This could include virtual participation in the case conference or, alternatively, allowing permanentes to provide input into the discussion and outcome of the case conference ex-post.				Agree	
14.1	UNICEF is assessing the possibility of including permanentes in the case conferences.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	

15	Recommendation 15 – Develop a prioritization tool to guide SBCC messaging. This can help ensure that permanentes have guidance to how to target messages to beneficiaries. A prioritization tool can also encourage permanentes to select the most relevant messages from different topic areas including nutrition, health-seeking behaviour, and hygiene.				Agree	
15.1	UNICEF is assessing the possibility of using a prioritization tool to guide SBCC messaging. In addition, UNICEF is working with the Nutrition section to increase the presence of APEs (community health workers) during payments to support and amplify the SBCC interventions.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	
16	Recommendation 16 – Create a monitoring mechanism to track SBCC messaging. A monitoring tool could provide a better understanding of the efficiency and effectiveness of messaging efforts since messaging does not appear to be closely tracked and is delivered on an ad-hoc basis.				Agree	
16.1	UNICEF is assessing the possibility of using a specific monitoring mechanism for SBCC messaging. In addition, UNICEF is advocating for the use of Post-Distribution Monitoring of payments, which also could capture indicators related to the efficiency and effectiveness of the SBCC component.	Government (Ministry of Gender, Children and Social	Luis Corral	11/14/2022	Completed	