

Evaluation Management Response Document

Region: ESAR

Office: Madagascar

Evaluation Year: 2020

Evaluation Title: Évaluation Formative Du Programme De Pays Entre Le Gouvernement De Madagascar et L'UNICEF (2015-2020)

Person In Charge For Follow Up to Management Response: Michel Saint-Lot

Overall response to evaluation

UNICEF Madagascar Country Office (CO) commissioned a formative evaluation of its country programme (CPE) to guide the preparation of the new Country Programme Document (CPD), contribute to the development of the new United Nations Sustainable Development Cooperation Framework (UNSDCF) and guide some specific sectors. The current country programme was designed at a time of democratic transition and prolonged uncertainties in the country. Most of the development aid was suspended following the country political crisis in 2009-2010 until the elections of 2013. The current country programme introduced some important changes compare to the previous country programmes. These adjustments were made to adapt to the socio-economic situation and the many recurrent emergencies (i.e., cyclones, droughts, pandemics). The design of the current country programme also took into account the strategic switch in state capacity, especially at the political level, and a complicated situation that saw few partners interested in Madagascar's development, especially to direct budget support to the government. UNICEF Madagascar was regularly consulted during the evaluation and decided to give priority to three aspects that received additional focus, while the rest of the CPD was subject to a standard evaluation approach. These were Health, Water, Sanitation and Hygiene (WASH), the two largest programmes, and field organization (including strategic operational method chosen to support delivery of results). The office was offered several opportunities to comment and review the evaluation recommendations. Recommendations for "better coordination" and "increased transversal programmes" were considered, but they did not sufficiently take into account the existing efforts and the fact that the government, the current United Nations Development Assistance Framework (UNDAF), the sectoral clusters, international donors platforms are excessively "siloed" in Madagascar. Besides some indicators are excessively low in the country and they require basic vertical response before responding through transversal approach (e.g., WASH in school programme require first to find water, then bring water to schools prior to promoting adequate handwashing at school). In conclusion, the CO considers the evaluation overall as a positive tool and shall use it as a guide for the future development of its new CPD, operations as well as strategic positioning on UNICEF in Madagascar to protect the rights of every child.

Planned Use of the Evaluation

The evaluation shall support the strategic positioning of UNICEF in Madagascar, guide the development of programme strategy notes for the new CPD, orient the new UNSDCF design in the numerous areas where UNICEF is technically, financially and legitimately leading the UN and international support. It shall also encourage UNICEF Madagascar office to pursue its innovative and transversal positioning, notably on issues such as climate change, urban action, gender, disability, earlychildhood development, decentralization, youth and adolescents. The evaluation shall contribute to reinforce and make more efficient UNICEF's strategies, especially at the field level, as well as orientations towards partnership modalities and accountability.

Evaluation Post

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	The country office should design the next country programme as a transition programme to develop a long-term vision, results and realistic targets that it will be able to achieve in partnership with the Government and through upstream integration of its proven cross-cutting strategies, including gender.				Partially Agree	
1.1	Pursue fine-tuning of programme strategy notes (PSNs)	Office of programme coordination	Jean Benoit Manhes	11/29/2020	Completed	PSN shared with RO on 20 December 2020
1.2	Prepare the new Country Programme Document (CPD) for submission to the Executive Board.	Office of programme coordination	Jean Benoit Manhes	3/30/2021	Completed	draft shared with RO on 21st December 2020
1.3	Use new Multiple Indicator Cluster Survey (MICS) 2018 data and demographic data to develop more realistic targets and indicators for the new CPD	Planning & Monitoring Programme Section	Gareth Graham	3/30/2021	Completed	The MICS was developed in parallel with the census so that the results would be available to enrich the CPD development process. MICS 2018 was the first survey to benefit from census data. The MICS results, various analyses from it such as the MODA, trend analyses of key indicators, etc., subsequently fed into the Sitan, SMR, PSN and ultimately the CPD. The MICS 2018 remains the main source of baseline in the new CPD submitted to BOARD.

1.4	Ensure an adequate gender analysis in the Situation Analysis (SitAn) and the CPD	Office of programme coordination	Rossella Albertini	3/30/2021	Completed	The SitAn workshops had a specific gender lens. A chapter of the SitAn is explicitly dedicated to gender (Chap. 5). A "gender lens" exercise was conducted during almost all of SitAn workshops and sector chapters of SitAn are under a last round of review by the gender manager.
2	The next country programme should maintain a multi-level approach of working with the Government at national and regional levels while consolidating its regional interventions where the needs of children and women are greatest.				Agree	
2.1	Pursue fine-tuning of programme strategy notes (PSNs) to integrate a multi-sectoral approach at the national and regional levels while considering multi-dimensional child poverty	Office of programme coordination	Jean Benoit Manhes	11/29/2020	Completed	PSN shared with RO on 20 December 2020
3	The country office should capitalize on its current comparative advantage through its presence in the regions by gradually strengthening its footprint at the decentralized level				Agree	
3.1	Create some sub-offices at the decentralized level	Office of programme coordination	Jean Benoit Manhes	12/30/2021	Completed	Four new offices have been recommended for creation in the upcoming PBR.
4	The country office should conceptualize and operationalize an approach to strengthen internal intersectoral collaboration and address in a holistic and multisectoral manner the challenges faced by children from birth, especially the first 1,000 days, through adolescence.				Partially Agree	
4.1	Pursue fine-tuning of programme strategy notes (PSNs) to integrate multisectoral approaches	Office of programme coordination	Jean Benoit Manhes	11/29/2020	Completed	PSNs drafted and regularly updated to fit the evolution of the situation to date. 6 transversal notes (environment, urban, ecd, gender, adolescent, disabilities) ready
4.2	Design a framework for early childhood development (ECD), youth and adolescents and other transversal themes	Office of programme coordination	Jean Benoit Manhes	11/29/2020	Completed	draft shared on 15 December
4.3	Develop an advocacy strategy for the new CPD to strengthen the coordination of advocacy activities, and intersectoral collaboration	Communica Section	Timothy James Irwin	12/30/2021	Completed	
5	UNICEF should capitalize on its role as leader of the numerous sectoral clusters in order to improve coordination among its technical and financial partners "PTFs" to respond to the country's development challenges and problems in a concerted manner.				Partially Agree	
5.1	Continue to support regular and productive meetings of the clusters or platforms co-led by UNICEF	Office of programme coordination	Jean Benoit Manhes	12/30/2021	Completed	Continuous support to regular meetings of the clusters and platforms
6	The next country programme should include a more exhaustive analysis of risks, political, administrative and natural risks, as well as the opportunities and costs involved in operationalizing sustainability and/or scaling up plans for all its interventions in order to develop strategies adapted to the sometimes volatile country context.				Agree	
6.1	Develop a more exhaustive risk analysis in all programme strategy notes (PSNs)	Planning & Monitoring Section	Gareth Graham	11/29/2020	Completed	PSNs drafted and regularly updated to fit the evolution of the situation to date. PSNs have a more complete risk analysis than in previous strategy notes
6.2	Roll out UNICEF's new risk management tool to improve both programmatic and operational decisions	Office of operations	Mahamat Nour Mahamat	12/30/2021	Completed	Ongoing update of ERM, eGRC is integrated into ERM directly

7	The country office's results-based management approach should include: strengthening the operationalization of its monitoring and evaluation system in order to be able to generate credible and timely data for programmatic purposes; and developing a strategy and a knowledge-sharing platform on lessons learned and good practices from various interventions.				Agree	
7.1	Operationalise UNICEF's M&E system to generate better and timely data for programmatic purposes through end-user monitoring, real-time monitoring and third-party monitoring	Planning & Monitoring	Gareth Graham	3/30/2021	Completed	End-user monitoring standard operating procedure (SOP) developed. EUSM draft mobile app available and testing planned in February
7.2	Strengthen the role and capacity of the Social Policy and Evaluation section in next CPD in child rights monitoring at the national and regional levels	Office of the Representative	Jean Francois Basse	3/30/2021	Completed	The social policy section, in its Child Poverty output, benefited from the upgrade of the former Data Communication Officer position to Social Policy & M&E Specialist (position 118350). The section also benefited from the creation of a Social Policy & M&E Officer position (position 118349). The supervision of the evaluation manager was shifted to the representative. The child rights monitoring strategy for this output is based on both the support of national institutions (CNS) for the availability of data (DHS, LSMS, MICS) and more concrete analysis through MODA analyses in addition to the exploitation of administrative data and specific research.

7.3	Improve the quality of the Integrated Monitoring and Evaluation Plan and the Costed Evaluation Plan (CEP) by focusing on their programmatic use.	Social policy and protection Section	Erica Mattellone	3/30/2021	Completed	The Country Office has improved the study management structure. Henceforth it will be the new CREE committee which in addition to the section chiefs, benefits from the support of M&E staff having been previously trained in research management (16 staff). The training was conducted by the OoR and covered 9 modules covering critical areas, from design to dissemination of research. Instead of an SOP, the Office developed a guideline for the CREE that can be consulted on sharepoint and gathers instructions, advice and tools on a single platform. The guideline is a living document whose content is co-constructed and updated by the M&E focal points and Research and Evaluation managers. The Costed Evaluation Plan was prioritized and based primarily on excellence in programming. The plan contains five major evaluations in which areas not well covered in the previous cycle have been prioritized. This plan has been endorsed with the CPD document by the executive board.
7.4	Develop a strategy and a knowledge-sharing platform on lessons learned and good practices from various interventions	Planning & Monitoring Section	Gareth Graham	6/29/2021	Completed	KM Strategy is documented in the PSN Programme Effectiveness, two focal points for KM. The CO is one of piloting CO under the Global KM initiative. Progress statement is provided in the PPT discussion with CO attached.
8	The country office should strengthen its collaboration with civil society organizations and more systematically involve community and district representatives in the target regions in the preparation of the next country programme in order to ensure that intervention strategies are well adapted to the needs and priorities expressed by communities and rooted in the realities on the ground.				Partially Agree	
8.1	Set up a set of consultations with children and civil society organisations on the new CPD	Child Protection Section	Nicolette Moodie	3/30/2020	Completed	As part of the celebration of the World Children's Day in 2019, UNICEF consulted around 30 children from several regions of Madagascar on matters of concern to them and their expectations of UNICEF. The aim was to collect their opinions and recommendations to inform the development of the cooperation program between UNICEF and the government of Madagascar for 2021-2023.

8.2	Set up consultations with the National Assembly and regional governors on the new CPD	Office of programme coordination	Jean Benoit Manhes	3/30/2021	Completed	discussion took place with national assembly with limited feed back. Governors of Anosy and Androy met, SG of Atsimo Andrefana met
8.3	Set up a set of consultations with the private sector for next CPD.	Office of programme coordination	Jean Benoit Manhes	3/30/2021	Completed	Integrated in current UNSDCF consultation
9	The country office should continue to strengthen the gender knowledge and skills of its staff to ensure the full integration of gender issues in all its interventions.				Agree	
9.1	Train all staff on gender	Office of programme coordination	Rossella Albertini	10/19/2021	Completed	The all staff gender training was held in October and included participants from all sections. The training allowed for the consolidation of bases on gender related key concepts, UNICEF vision, approach and strategic references on gender (including the gender policy and gender action plan 3.0), a comprehensive overview of the main gender inequalities in MCO sectors of intervention and discussion on suggested synergies and approaches to address them in the current CPD
9.2	Train all staff on protection against sexual exploitation and abuse (PSEA)	Office of programme coordination	Rossella Albertini	3/30/2021	Completed	The training sessions took place in April and in September for those who were absent from the first session. The PEAS training cycle organized for UNICEF staff helped to contextualize the notions of protection against sexual abuse and exploitation and to identify, analyze and deepen the factors that lead to a high prevalence of multiple forms of GBV in Madagascar and a high risk of sexual abuse and exploitation - particularly in emergency situations. Reflections focused on social norms, unequal power relations in the household and in the community, women and girls' vulnerability and economic dependence and a model of masculinity based on the imposition of men's will in all spheres, including sexuality. The links between gender inequalities and SEA/GBVG appeared clear, as did the need for cross-cutting action to mitigate the risks of SEA/GBVG.