

Evaluation Management Response Document

Region: LACR

Office: Barbados

Evaluation Year: 2021

Evaluation Title: Evaluation of UNICEF's work on cash transfer programming in emergencies: Country Report Dominica

Person In Charge For Follow Up to Management Response: Celine Julia Felix

Overall response to evaluation

ECA management endorses the report and is grateful to EPRI, the regional office and HQ UNICEF colleagues for producing this relevant analysis, with extensive consultations with key stakeholders, despite having been conducted remotely due to the COVID-19 pandemic. The report is concise, with clear purpose and key findings with recommendations clearly targeted to UNICEF or the government. The evaluation has identified key areas of improvement in relation with the implementation of cash transfer programming in emergencies, based on the experience of the Joint Emergency Cash Transfer (JECT) in the Commonwealth of Dominica as it relates to the integrated approach between UNICEF and WFP; the value of a fully functional, digitized social registry and management information; effective coordination among and within Ministries implementing the various social protection programmes; the linkages between cash transfer programmes and other UNICEF supported programmes; the limited UNICEF staff capacity to design and implement an emergency cash transfer; as well as enhancing preparedness of the national protection system to deliver emergency cash transfers as an avenue to improve the efficiency of UNICEF's programming in Dominica and other countries/territories in the Eastern Caribbean. The methodology used allowed to collect sound evidence about the JECT design and implementation and hence reliable findings applicable as well to other countries and territories in the Eastern Caribbean. While UNICEF in collaboration with the UN Resident Coordinator as well as sister UN agencies will do its share in advocating for innovative funding mechanisms that governments can access predictably and sustainably in order to implement social protection policy, the current context of COVID-19 pandemic which impacted Caribbean economies is a significant challenge as fiscal space is shrinking and social sectors not prioritized by both the donors as well as governments.

Planned Use of the Evaluation

The findings from this evaluation have already been extensively used in developing both the new Programme Strategy Note and the Multi-Country Programme document 2022-2026. Acknowledging the current ongoing technical support in this area of work by WFP and IFIs in Dominica, evaluation findings are shared to inform the design of the technical and financial provided and to support evidence based decision making and programming of the government (UNICEF ECA's current support in Dominica is focusing on review of the social protection policy framework). In parallel, UNICEF ECA will continue using the recommendations in the direct support provided to other countries/ territories in the Eastern Caribbean and in its work with sub-regional bodies such as OECS and CDEMA to disseminate best practices across the Eastern Caribbean. The lessons learnt from this evaluation are and will also continue to be shared and used through the different joint programmes UNICEF is involved with other UN agencies especially WFP, ILO involved in on social protection.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Ensure clear roles and responsibilities across UNICEF and its partner organizations in order to leverage each agency's comparative advantage and ensure appropriate inter-agency collaboration.				Agree	
1.1	Organize at least 1 bilateral meeting a month with WFP during the Hurricane season 2021 and in preparedness of the hurricane season 2022 to share information on ongoing activities and agree on joint/ complementary activities to be undertaken.	ECA Office	Celine Julia Felix	6/30/2022	Completed	

1.2	Increased partnerships with WFP and other UN agencies through the development of at least (2) joint programmes on (shock responsive) social protection, incorporating lessons learnt.	ECA Office; LAC Regional Office	Aloys Kamuragiye, M Rubio, Celine Julia Felix	12/31/2021	Completed	MPTF programme on social protection response to COVID-19 and employability ongoing in the British Virgin Islands and Antigua and Barbuda implemented jointly by UNICEF, WFP and the ILO. Successful proposal to the SDG fund developed and approved to build resilient societies by expanding shock-responsive, universal and sustainable social protection systems and skills development for youth in Caribbean SIDS. Joint programme led by UNICEF and implemented with WFP, the ILO and UNESCO that covers Anguilla, British Virgin Islands, Grenada and Saint Kitts and Nevis.
1.0	Trinidad and Tobago- Organize a scoping mission on cash-based interventions for the migration response	ECA Office; LAC Regional Office, HQ	Celine Julia Felix, Nikita Pardesi	7/1/2021	Completed	Discussions with HCR started in October 2020 Scoping Mission agreed upon in December 2020 Concept Note and Agenda developed Scoping Mission organized in February 2021
1.4	Trinidad and Tobago- Establish an informal Cash Working Group to discuss technical issues and explore alignment and joint work for cash-based interventions.	ECA Office (with UNHCR)	Celine Julia Felix	10/31/2021	Completed	Agreed upon with UNHCR, ToRs developed and first meeting held.
2	Strengthen the underlying assessments and processes involved to efficiently and effectively roll-out an emergency cash transfer programme				Agree	
2.0	Develop SRSP guidelines with CDEMA to support countries in preparedness and response for the roll out of the provision of emergency cash transfer support through the social protection systems	ECA Office (with CDEMA)	Celine Julia Felix, Diana Rose King	12/30/2022	Completed	ToRs developed, Consultants hired. Needs assessment and consultations with CDEMA Participating States completed. First draft of the document has been developed for comments and refinement. Consultation took place in December with member states. SRSP guidelines with CDEMA finalized and presented at the OECS Technical Advisory Committee.
2.2	Test the use of U-report for better communication and accountability to the affected population .	ECA Office	Diana Rose King, Nikita Pardesi	12/31/2021	Completed	Poll developed and tested in Anguilla to receive feedback from the affected population on the Government's social protection response to COVID-19. Results effectively used for the review of the 2020 Social Protection response to COVID-19. Poll developed, sent and analyzed for the social protection response to the volcanic eruption in Saint Vincent and the Grenadines.
3	Strengthen the management information system and its functions.				Agree	

3.1	Support 2 countries in reviewing the management of their data for social protection programmes.	UNICEF ECA	Celine Julia Felix, Jemmir Wilson, Diana Rose King	6/22/2022	Completed	ToRs and consultant hired for Trinidad and Tobago (with UNDP), consultancy ongoing. UNICEF MIS system (HOPE) deployed in Antigua and Barbuda to support the and social protection response to COVID-19. Consultant hired to support development of national MIS, with key consultations held and ToRs developed for a National MIS.
3.2	Test the use of UNICEF HCT MIS (SCOPE) to support the development of a national MIS – ready-to-use solution provided on a temporary manner in Antigua and Barbuda.	UNICEF ECA, HQ (Cash Team)	Celine Julia Felix	6/30/2022	Completed	31 staff from the Ministry of Social Transformation and the Social Protection Board trained on data collection, 21 on end to end use of the management information system: data collection, targeting, payments, reconciliations and grievances. 92% of intended beneficiaries were registered and their information directly imported in the system for detailed assessment of their eligibility. HOPE has been successfully deployed for the delivery of the COVID-19 relief grant.
3.3	Support 1 country assessing their grievance system currently in place, including those put in place when responding to a shock to identify specific bottlenecks, make key recommendations and propose next steps on how the current GRM design can be improved and adapted to allow for scalability when the social protection system is leveraged in response to a shock - BVI	UNICEF ECA	Celine Julia Felix, Diana Rose King	8/31/2022	Completed	Concept note developed, and the analysis has been shared with the Govt. As a result, UNICEF is supporting the development of a GRM.
4	Strengthen the monitoring and evaluation framework and its activities, both within UNICEF and at government level.				Agree	
4.1	Develop/ Support governments to develop M&E frameworks for the emergency cash responses	UNICEF ECA	Celine Julia Felix, Diana Rose King	12/31/2021	Completed	M&E framework and tools for the Social Protection response to the volcanic eruption developed with support of the regional M&E team. Effective use of Kobo and Rapid-pro.
5	Strengthen the compatibility of emergency cash transfer programmes with other programmes within UNICEF.				Agree	
5.1	Train two staff on humanitarian cash transfers	UNICEF ECA	Nikita Pardesi	8/31/2021	Completed	2 staff enrolled and finalized HCT training T4D staff trained on HOPE Other Staff requested to take the HCT training on Agora
5.2	Identify opportunities for linking cash and social services, such as in a "cash plus" approach as part of the SVG response to the volcano eruption and develop a lessons learnt from this approach	UNICEF ECA	Celine Julia Felix, Fiaz Shah, Heather Stewart, Lisa McClean-Trotman, Diana Rose King	5/31/2022	Completed	Cash + approach in SVG response

5.3	Trinidad and Tobago – Introduce cash support as part of the education and child protection (Alternative Care Programme) migration responses	UNICEF ECA	Candice Wallace, Jemr Wilson	1/31/2022	Completed	Draft Programme document for the cash for education developed Inclusion of Cash discuss within the Alternative Care programme sub working group
6	Strengthen the shock-responsive capacities (human and financial) present in the country, both within and outside of UNICEF.				Agree	
6.0	Hire a Social Policy Manager with SRSP expertise	UNICEF ECA	Tanya Radosavljevic	10/1/2021	Completed	Social Policy Manager Recruited
6.2	Temporary technical support focusing solely on SRSP (TA)	UNICEF ECA	Celine Julia Felix	9/30/2021	Completed	ToRs developed, approved and advertised. Staff hired.
6.0	Create a dedicated post on SRSP support as part of the new multi-country programme development.	UNICEF ECA	Aloys Kamuragiye, T Radosavljevic Batstone	3/31/2022	Completed	P3 Social Policy Specialist (SRSP) submitted as part of the PBR process for the new MCPD. Position filled since March 2023.
7	Strengthen the preparedness of the underlying social protection system at country level and feed the lessons learned into the systems of other countries in the region; thereby further supporting shock-responsive social protection across the LAC region.				Agree	
7.1	Support BVI, Antigua and Barbuda, Saint Kitts and Nevis on review of their legal/policy frameworks and support their development/ update, paying attention to consideration of shock responsiveness	UNICEF ECA	Celine Julia Felix	9/30/2022	Completed	A social protection policy costed action plan and MEL framework that consider shock responsive social protection finalized in the 3 countries
7.2	In partnership with the OECS, support model guidance for the development of social protection strategies and organize one session for countries to share lessons learnt from policy development processes	UNICEF ECA	Nikita Pardesi	2/28/2022	Completed	OECS Social Inclusion and Social Protection Strategy developed and Endorsed by the OECS Council of Minister in charge of Social Protection in April 2023.
7.3	Support 1 country to review their social protection systems and/or emergency responses leveraging their social protection system - Anguilla	UNICEF ECA	Celine Julia Felix, Nikita Pardesi	12/31/2021	Completed	Review of the SP system carried out in TCI Review of the social protection response to COVID ongoing in Anguilla completed. UNICEF is supporting Anguilla to implement recommendations.
7.4	Develop a self-assessment tool countries can use to assess their emergency response using their social protection system	UNICEF ECA	Nikita Pardesi	5/31/2022	Completed	A self-assessment methodology for OECS countries were developed and finalized.