

## Evaluation Management Response Document

**Region:** MENAR

**Office:** Palestine, State of

**Evaluation Year:** 2018

**Evaluation Title:** Evaluation of Family Centres in Gaza

**Person In Charge For Follow Up to Management Response:** Shereen Obaid

### Overall response to evaluation

This evaluation was conducted in consultation with key stakeholders at the country level, CSOs and UNICEF staff, including senior management were actively engaged in all phases of the evaluation. The evaluation successfully assessed the effectiveness of Family Centers as child protection platforms to adequately detect and respond to child protection needs in Gaza. It also evaluated how human rights, equity and gender were integrated in the response, and proposed recommendations on potential areas for strengthening FCs for community level service delivery, detection and referral. UNICEF SoP Senior Management agreed with all evaluation recommendations and their implementation is currently underway.

### Planned Use of the Evaluation

The primary users of the evaluation are UNICEF, the Government of Japan (the donor) and CSO implementing partners, namely Ma'an and Tamer. The intended use of the evaluation is for the primary audience to understand how well the project achieved its objectives and possibly to inform decisions on future programming. The findings are also intended to provide strategic guidance on the role of the Family Centers in the context of child protection systems strengthening approaches, including case management, in Gaza.

### Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Develop a coherent Theory of Change "ToC" and Logframe for the FC programme that can be used to guide the development of PCAs and strategic programme direction, The development of this ToC/Log-frame could also assist with harmonising existing approaches to implementing FCs as well as donor funding sources.				Agree	
1.1	Develop a new family center concept note	Child Protection Section	Matthew Dalling	3/30/2020	Completed	Development of of new Family Center Concept Note has been completed.
1.2	Develop a new family center Theory of Change and log-frame, in consultation with partners and amend the existing family centers model accordingly.	Child Protection	Matthew Dalling	3/30/2021	Cancelled	Development of Theory of Change and log frame for the family centers will be considered as part of the new Country Program Cycle (2023-2027)
2	Strengthen coordination with and support to MoSD including finding a way, where possible, to support MoSD with some of the operational costs for case management, specifically child protection cases.				Partially Agree	
2.1	Support information sharing and visits of MoSD to family centers	CP section, Ma'an and Tamer	Matthew Dalling	12/30/2019	Completed	This work is a continuous process with the Family and Child Unit within MoSD. Ma'an and Tamer are in continues contact with MOSD to update them about the changes to the family centers
2.2	Support MoSD with some of the operational costs for case management, specifically child protection cases through partnerships.	Child Protection	Matthew Dalling	12/30/2019	Completed	Completed- This work is a continuous process through the family center partner, Ma'an.
2.3	Activate/Support and document case conferencing process with MoSD Child Protection Counsellors.	Child Protection	Matthew Dalling	12/30/2019	Completed	Ongoing Case conferences are held for difficult child protection cases in the Child protection Networks/family centers. The meetings are normally attended by the family centers partners for cases that they manage

2.4	Ensure MoSD officials are involved in the selection of newly allocated family centers.	Child Protection Section	Matthew Dalling	4/27/2019	Completed	This action has been Completed and is ongoing for newly signed PCAs.
2.5	Prepare a pamphlet on the FCs and activities and share with MoSD and members of the CPN and CPWG	CP section and family centers partners.	Matthew Dalling	6/29/2019	Completed	Pamphlet on the FCs and activities have been prepared and shared with MoSD and members of the CPN and CPWG
3	Strengthen the Child Protection Community Committees (CPCCs) using a structured and standardized approach across all FCs.				Agree	
3.1	Develop a capacity building program for CPCCs to facilitate a strong sense of ownership by CPCCs of their network.	Family centers partners	Matthew Dalling	12/30/2019	Completed	Ongoing. The two partners have organized trainings for the CPCCs on child protection, helping them to understand more the needs of children in Gaza and the available resources. Ma'an has organized meetings of the CPCC with the Child Protection networks' members through the April-November 2018 and 2019 PCAs.
3.2	Train family centers' focal points in community mobilization skills	UNICEF/Fa centers partners	Matthew Dalling	8/30/2019	Completed	Completed-Training was conducted by Tamer in 2019.
3.3	Directly link CPCCs to the Child Protection Networks (CPNs). Amend the ToR of the CPCCs to include cooperation with CPNs.	UNICEF/Fa centers partners	Matthew Dalling	4/27/2019	Completed	The CPCC ToR has been amended and orientation meetings have been organized between CPCC and CPN members. This is a continuous process, as inactive members of the CPCC are always replaced by active ones.
4	Integrate disability into the FC programme in a structured and standardised way.				Agree	
4.1	Ensure inclusion of children with disabilities in the ongoing family centers' activities and adopting existing manuals to accommodate CWD.	Family centers partners with support from UNICEF C	Matthew Dalling	12/30/2019	Completed	Children with disabilities have been included in the targets for the family centers with both family centers partners, who have mostly met those targets since the recommendation was made. They have also partnered with disability organizations to facilitate reaching out to CWD.
4.2	Coordinate with Humanity and Inclusion (former Handicap International) to train family centers' facilitators to better understand disabilities, types, needs and support available.	Child Protection Section	Matthew Dalling	12/30/2019	Completed	An SSFA has been developed with HI to cover this activity, and has been submitted for management reviews.
4.3	Disseminate to case managers the available updated service directories on organizations providing services to children with disabilities.	Child Protection Section	Matthew Dalling	3/30/2019	Completed	Achieved, where the HU service directory has been shared with family centers case managers.
5	Strengthen outreach services to men/involvement of men in the FC programme.				Partially Agree	

5.1	Implement 2-3 activities that engage men in active involvement at family centres.	Family centers partners	Matthew Dalling	12/30/2019	Completed	Ongoing The participation of male caregivers has been emphasized to the family centers partners, which has been included in the regular center activities. More budgets are needed to develop tailored/interesting activities for males, including sports activities.
6	Strengthen the monitoring, evaluation and learning system (MEL) for the FC programme including putting in place a standardised and unified M&E system for the FC programme directly linked to the ToC/Logframe.				Agree	
6.1	Develop and operationalize the M&E plan for partners and a unified M&E system for both partners Facilitate close coordination of family centre , MoSD and IPs to promote evidence-based practice and decision making.	UNICEF/M&E Section	Shereen Obaid	12/30/2019	Completed	Completed. The M&E plans for both IPs have been developed and its operationalization ongoing.
7	Sustainability recommendations for community based responses Strengthen existing case management referral system pathways.				Agree	
7.1	Establish systems to encourage referrals from other service providers, child protection such as libraries, schools, kindergartens, cluster and working group members.	CP team, UNICEF CP partners, Family centers staff.	Matthew Dalling	7/30/2019	Completed	Completed. Ma'an and Tamer have been outreaching to schools, CBOs, kindergartens, as well as libraries. They all receive the training on child protection detection and referral to enable that.
8	Explore the development of other community-level child protection service delivery models in different settings such as schools and libraries.				Agree	
8.1	Capacitate counselors and teachers in schools to identify and refer children for case management in line with the case management referral pathways.	CP team and partners.	Matthew Dalling	4/27/2019	Completed	Completed. Tamer has trained school counselors in 299 schools from November 2017–March 2018. This training in turn cascaded to around 9,000 governmental school teachers. This is also followed up in certain schools through Tamer's project with MOEHE.
8.2	Utilize libraries as a potential partner to implement some FC services including identification and referral of children for case management.	Child Protection Section	Matthew Dalling	7/30/2019	Completed	Completed. Under the April–November 2018 PCA with Tamer, as well as the 2019 PCAs libraries have been targeted as satellite family centers, where librarians will be improved their knowledge and skills in detection and referral. The libraries are also used to implement their CP activities.
9	Child Protection System Strengthening Recommendations Review the implementation of the GBV & CP case management SOPs. These SOPs have been implemented since 2015.				Agree	
9.1	Hire a consultant to review the GBV & CP case management SOPs and their implementation.	Consultant	Matthew Dalling	3/30/2019	Completed	Case management SOPs document has been reviewed and finalized
10	Areas identified indirectly through the evaluation for further research: Child protection implications of separations/divorce and possible responses to reduce/mitigate the negative impacts on children and families How to engage men in family strengthening and GBV prevention programmes in the Gaza context How to engage traditional cultural and religious institutions in Gaza to challenge harmful practices and advocate for realisation of children's rights i.e. addressing some of the root causes of child protection concerns.				Partially Agree	

10.1	Where possible commission the following studies; 1. Child protection implications of separations/divorce and possible responses to reduce/mitigate the negative impacts on children and families 2. How to engage men in family strengthening and GBV prevention programs in the Gaza context. 3. ways to engage traditional cultural and religious institutions in Gaza to challenge harmful practices and advocate for realization of children's rights i.e. addressing some of the root causes of child protection concerns.	Child Protection Section	Matthew Dalling	12/30/2020	Cancelled	Pending availability of funds. However, UNICEF has commissioned an external consultant to develop a national strategy for violence against children, as well as another consultancy to evaluate the non-violence project.
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