

Evaluation Management Response Document

Region: EAPR

Office: Myanmar

Evaluation Year: 2023

Evaluation Title: L2 Emergency Evaluation of the UNICEF Myanmar

Person In Charge For Follow Up to Management Response: Peter Leth

Overall response to evaluation

Myanmar CO welcomed this evaluation and has appreciated the good collaboration with EAPRO and the consultants throughout. The evaluation was managed and conducted well, and has led to useful, strategic findings and recommendations that will influence future phases of the emergency response, as well as preparedness measures. Although the L2 emergency phase has ended, the country is still under L1 emergency and therefore the findings remain very relevant. The consultative workshop held in March 2023 to validate findings and initial recommendations was a good practice that served to bring the office on board despite the lead consultants having to conduct the entire assignment remotely.

Planned Use of the Evaluation

Myanmar CO will develop a management response to the evaluation that focuses on strategic actions that can be taken over the next few months to accelerate progress for children through the country programme. The CO will address necessary actions in a timely manner, with some to be jointly led with the RO and relevant HQ divisions. Although the current political context does not allow for close engagement with the de facto authorities, the CO will ensure maximum use of the evaluation results through partnerships with CBOs and other UN agencies.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	UNICEF at all levels (country, regional, HQ) should consider all relevant scenarios, including worst-case and politically sensitive ones, when carrying out emergency preparedness planning.				Agree	
1.0	Conduct two rounds of ToT for MCO staff to create pool of capacity to facilitate regular update and review of FO and CO risk analysis	Myanmar Country Office	Wai Mon Maung	4/29/2024	Completed	FO and CO risk analysis updated (CO in EPP; FO with SPCRM) EPP orientation session emphasizing four step process (risk analysis, scenario definition, key elements of response and preparedness actions) for all MCO staff conducted in Mar 2024. EPR training to key staff (34 in total) from CO and FOs done in April 2024. CO risk analysis and two FOs (Kachin and Southeast) completed. Planning to conduct risk analysis for Shan (southern Shan, Kayah and northern Shan) in coming months.
1.2	Capacity building on access and negotiation (including with non-state actors)	Myanmar Country Office	Wai Mon Maung	6/29/2024	Completed	1. Initial training with approx. 20 access focal points took place at RO level, with EMOPS (Sep 2022) 2. Actors mapping undertaken, with EMOPS (May 2023) 3. EMOPS help desk activated on humanitarian access

1.0	Review and quality assure risk assessment and scenarios included in EPP	EAPRO	Louise Gorton	12/31/2024	Completed	RO and EMOPS supported scenario development for 2024 planning. RO/CO risk monitoring and EPP review call took place in Apr 2024. Next risk assessment update due by end of November. EPR training in December will include session on reviewing EPP status and scenarios. EPR training and SimEx conducted with MCO / FO staff in December 2024.
2	UNICEF should continue to support and strengthen agile anticipatory systems, within both UNICEF and interagency initiatives, to be able to rapidly assess and respond to emerging humanitarian crises.				Agree	
2.0	Inter-agency risk analysis to be conducted, by cluster (as provider of last resort), under coordination of OCHA, integrated into HRP 2024.	Myanmar Country Office	Wai Mon Maung	11/29/2023	Completed	Needs overview under preparation ERPWG has completed inter-agency risk analysis; HRP 2024 under preparation (Dec 2023) Anticipatory action workshop conducted by OCHA (Dec 2023)
3	Continue to adapt systems to facilitate the work and increase efficiency of CBOs.				Partially Agree	
3.1	UNPP annual orientation to be conducted with UNFPA, WFP, UNHCR and possibly UNDP (by cluster, for staff and mostly local CBO partners)	Myanmar Country Office	Moe Sandar Kyaw	3/31/2024	Completed	Previous year UNPP orientation has taken place. MCO plans for another orientation in Q1 2024 subject to the security situation. IP capacity development remains a key ongoing priority.
3.2	HACT annual orientation will be conducted with UNFPA (staff and mostly local CBO partners)	Myanmar Country Office	Moe Sandar Kyaw	8/30/2023	Completed	Previous year HACT orientation has taken place Four training sessions (three in person and one hybrid training held in two days each) were facilitated by UNICEF HACT Officer and Finance Section. The average number of participants for the training reached up to 75 (total: 298 participants).
3.3	Financial management training for staff and local CBO partners (joint with UNDP, UNFPA, UNOPS)	Myanmar Country Office	Moe Sandar Kyaw	8/30/2023	Completed	The financial management training was conducted in three batches. Almost 250 (IP staff: 165, Agency staff: almost 85) participated the training, which was shared facilitated, and cost shared by 14 UN agencies.
4	Strengthen UNICEF's business case by demonstrating the return on investment (value for money) for the selected intervention type.				Agree	

4.0	Develop a business case on the cost of non-action in Education.	Myanmar Country Office	Lisa Deters	1/31/2025	Completed	Approved for 2024 evidence plan. Preliminary findings available; report is under finalization, expected by September. The CO and HQ Edu/ADAP experts are working on the analysis and aim for a brief to be ready by late Jan 2025; considering to create a moment around the International Day of Education (24 Jan). Cost of inaction (COI) note completed in January.
4.0	To meet with donors and heads of cooperation to highlight UNICEF comparative advantage in the country	Myanmar Country Office	Marcoluigi Corsi, Julia Rees	12/30/2024	Completed	See donor briefings below.
4.3	Continue regular "Delivering for Children" briefings for all partners".	Myanmar Country Office	Eliana Drakopoulos	6/29/2025	Completed	Have been ongoing since 2021. Donor briefings held every 2 months online/ virtual, with IPs
4.4	Disseminate quarterly "Frontlines Myanmar" newsletter to partners/donors.	Myanmar Country Office	Eliana Drakopoulos	6/29/2025	Completed	Has been ongoing since 2022.
5	UNICEF should restructure their staffing to be in a better position to deliver.				Agree	
5.0	Humanitarian negotiation training to be conducted for the office.	Myanmar Country Office	Suha Rantisi, Miche Evans	6/30/2025	Cancelled	RO training completed for 3 persons; follow-up in-country training included in office Learning Plan. In-country training postponed due to deteriorating security situation Agreed with EMOPS that online training for CFOs and others will take place soon; additional in-person training scheduled for later this year Agreed with EMOPS to postpone due to deteriorating connectivity. Focus will be on in-person and potential cascade training. Training cancelled due to shifting priorities in 2025 as a result of the earthquake response, funding constraints, and FFI. The training may however be pursued again at a later date.
5.0	Government liaison officer to be recruited	Myanmar Country Office	Suha Rantisi	3/31/2025	Cancelled	To be included in Fall PBR (subject to funding). Moved to early 2024 PBR, allowing new DepRep review of existing capacity Possible inclusion in upcoming PBR. To be considered as part of the ongoing fit-for-purpose exercise. Final decision expected Q1 2025, subject to funding and national capacity considerations. This action is cancelled as priorities have shifted in 2025 with the earthquake response, funding constraints and FFI. The need for the post may however be revisited at a later date.

6	Build trust with national stakeholders				Agree	
6.1	AAP partners dashboard to be improved with regard to robust querying, reporting and follow-up.	Myanmar Country Office	Geeta Sharma	6/29/2024	Completed	AAP dashboard upgraded in early 2024 with additional features on tracking action status, tracking programme documents (PDs) with AAP indicators, and number of people (UNICEF & partners) reached through AAP capacity building trainings. The upgraded features have been reflected in the Q4 2023 report.
6.0	Documentation of actions taken (where possible in the Myanmar context) on feedback received from community feedback mechanisms (CFMs).	Myanmar Country Office	Georgina Mtenga	12/31/2024	Completed	<p>Updates on AAP and its programme analysis documented on the dashboard. Webinars held across the region and within MCO on the CFMs. Internal AAP taskforce established with representatives from all sections and field office; three meetings organized. To meet every 2-3 months to track responses and actions taken. Regular updating of the dashboard with reports (community feedback) from partners, including number of complaints acted upon by partners is done monthly, followed by quarterly AAP reports shared with respective sections. In current practice, we collect data from IPs on whether feedback has been closed (yes/no), but do not yet document actions taken. The first half of 2024 has focused on capacity building and institutionalization of AAP and PSEA within partners and UNICEF. Documentation of actions taken will be done in Q3 2024 in collaboration with AAP Taskforce members. In the AAP report, one datapoint on what action has been taken from community feedback has been added. A summary is reflected in the Q3 report, which will be ready by December. The reports will be shared with relevant programme sections and field offices for their necessary follow-up on the actions taken Report completed in December and shared with relevant sections and field offices.</p>

6.0	Completion of AAP course by 50 implementing partners, in Myanmar language	Myanmar Country Office	Geeta Sharma	6/29/2024	Completed	AAP in-person and e-course in Burmese provided to 40 IPs. Seven AAP in-person trainings organized across 6 states/regions for 201 partner staff. An AAP e-course in Burmese was launched in May 2023; total of 165 partner staff enrolled in the course. Three additional AAP trainings are planned in Q1 2024 for UNICEF PD focal points and IPs, intended to reach 90 individuals. A global handbook on AAP has been translated into Burmese and will be distributed to partners.
7	Improve the efficiency of the supply chain and support UNICEF's accountability to affected populations by using innovative approaches to extend tracking to affected communities.				Agree	
7.0	Procurement assessment of IPs conducted by the CO to include review of inventory and dispatch system	Myanmar Country Office	Moses Sichawo	12/31/2024	Completed	Procurement and logistics assessments conducted for all partners who procure supplies in their PDs. Capacity building included as needed. Joint monitoring visits to verify inventory and dispatch records not possible in the current context. Third party micro-assessments include inventory, procurement and supply management findings.
7.0	Completion and rollout of the global LSM project tools and materials	Supply Division	Gemma Orta-Martinez	3/31/2024	Completed	LMSM pilot underway in 9 countries (Myanmar not included, by choice) Pilot concluded and presented to DX Board (former ICT Board). Awaiting Board minutes and decision.
8	Improve Third Party Monitoring through making the process more participatory and fit-for-purpose while producing user-friendly outputs.				Agree	
8.1	Review information management and monitoring systems with aim to streamline data and reporting flow for TPM (including supply end-user monitoring).	Myanmar Country Office	Michiru Sugi Mita	12/30/2023	Completed	A review of information management and monitoring systems has been completed. Key issues and a way forward have been presented to the PMT in November. The PMT endorsed a proposed way forward, which includes enhanced technical capacity and roll out of the Field Monitoring Module. TOR for a Monitoring Specialist to take it forward has been developed and approved.

8.0	Identify methods to produce useful analytical TPM reports that can be shared and discussed with partners.	Myanmar Country Office	Michiru Sugi Mita	6/29/2024	Completed	MCO is rolling out the Field Monitoring Module, which will allow UNICEF to consolidate findings from field monitoring conducted by staff as well as TPM. FMM dashboard now operational, with both summary and detailed analysis pages. PME shares updates in trainings and workshops with IPs. Findings sent to concerned programme colleagues and partners as required. Roll-out of FMM and its utilization shared in regional and global network meetings.
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