

Evaluation Management Response Document

Region: SAR

Office: ROSA, Nepal

Evaluation Year: 2022

Evaluation Title: Review of UNICEF Nepal Country Programme

Person In Charge For Follow Up to Management Response: Alice Akunga

Overall response to evaluation

The Regional Office for South Asia in consultation with UNICEF Nepal commissioned the 'UNICEF Nepal Country Programme Review' in 2022. The scope of this CPR is to give a "light touch review" by limiting to four domains (relevance, effectiveness, adaptation to changing context, and UNICEF's strategic positioning in Nepal) covering the period 2018-2021. UNICEF staff, including senior management, were actively engaged in all phases of the evaluation. The Review focused on five thematic areas, namely, health, nutrition, education, social policy, and emergency/DRR. The review has factored Nepal new Federal setup and the impact of Covid-19 pandemics in programming which will greatly help to inform programme design and support managerial decision-taking for the next country programme (2023-2027) and assess the performance of results. Feedback on evaluation findings and recommendations was taken into account when compiling this response. Findings and recommendations of the review in overall are accepted however some of the recommendations are not very clear and does not reflect the ground realities.

Planned Use of the Evaluation

The primary users of the evaluation will be UNICEF Nepal. The CPR findings and recommendations will be used for future programming to; support decentralization by strengthening the local governance systems for fulfilling the needs of children; support evidence generation by modelling effective, equity-focused service delivery approaches that will help to measure progress and show tangible results; and explore alternative funding modalities to keep the momentum of the programme implementation to achieve desired results for children.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Programme strategy and design: In the new programme cycle (2023-2027), UNICEF NCO should focus on actions that will facilitate programme design and planning to enhance consideration of federalization ` concerns.				Partially Agree	
1.1	Decentralization of UNICEF operations: UNICEF will ensure that its operations are more decentralized and is aligned with the federal structures to ensure the needs of children at sub-national level.	UNICEF NCO, Operations Section	Maimouna Diallo	12/30/2023	Completed	A decentralized ToA is available annual/rolling workplans. The of Field Offices (CFOs) were Country Program Document (Management Plan (CPMP) dev CPMP documents are attached
1.2	Selection of Palikas for programme interventions: UNICEF NCO will develop, in consultation with the relevant government agencies, clear criteria for selection of Palikas for project interventions, and such criteria will be shared with the local government authorities.	All Sections in consultation and coordination with	Toya Nath Subedi	12/30/2023	Completed	UNICEF finalized the selection municipalities based on the se consultation with federal, prov e.g while selecting 30 Local G joint gender project, we had c and local government
1.0	Capacity development at local level: UNICEF will continue focus on building capacities at the local level to deliver UNICEF specific actions relating to children and social development aspects to address child protection concerns within the CFLG approach; updating databases to promote evidence-based decision-making processes and in formulating annual plan and periodic plans, budgeting and monitoring; nutrition supplementation; support to technical committees).	All Sections in consultation and coordination with	Anita Dahal, Dipak Shrestha, Riddhi Sharma	1/31/2023	Completed	All sectors have capacity deve NEW CPD promoting evidenc processes and formulating an budgeting and monitoring; Ca Initiatives in PFM, Citizen's er budgeting process are already
2	Programme strategy and design: In regard to equity and gender equality, UNICEF NCO should focus on actions in programming to comply with the minimum standards in UNICEF ROSA strategy, subject to availability of funding.				Partially Agree	

2.0	UNICEF NCO will adopt more robust social inclusion focus by modelling effective, equity-focused service delivery approaches as clearly mentioned in the CPD (2023-2027) para 15, (c) for responsive programming.	UNICEF NCO, All Sections.	Usha Mishra	8/30/2023	Completed	Sections are focusing modelling delivery models targeting most Modelling for inclusive program by WASH, CP, Social Policy and data as from MICS has been focus provinces and paliaks. E a key guide to the sector programming is strengthened programming approach. The (sector are disaggregated along there is strong focus on 'zero functional limitation module is 2024 and UNICEF conducted assessment of the prevalence UNICEF is currently chairing the inclusion IDPG group, assisting inclusion within key devolvement CFLG and Youth Friendly Gov focusing on the voice and participation communities (children and youth standards for gender financing Expenses is 17 per cent, institution 2. Gender integrated in all sector cycle, CPD, PSN, emergency program has focused on participation marginalized children including girls' network. 4. investee in sector data. 5. Focus on adolescent
3	Programme strategy and design: In the new country programme, develop theories of change and result frameworks where the theory of change (ToC) clearly shows how planned interventions contribute to achieve the changes as reflected in ToC.				Partially Agree	
3.0	ToC will be developed that clearly shows how the planned interventions converge to demonstrate UNICEF NCO's contribution towards the changes	UNICEF NCO Planning and Monitoring Section.	Toya Nath Subedi	1/31/2023	Completed	It is already completed as part programme planning milestone MYWP. NCO started with strategy by RRBM workshop developing programme rationale. CPD approved by the UNICEF Executive Board respectively.
3.2	UNICEF country programme and work-plan reflect the programme results at sub-national level.	UNICEF NCO PM Section, Section Chiefs and four Field Offices.	Toya Nath Subedi	12/31/2023	Completed	The new Country Programme (CPD, CPAP and MYWP) reflects priorities/results at the subnational process, field Offices have contributed to the achievement of overall process, Field Offices engage government, solicited their input Programme and CPAP and M indicators based on the input stakeholders.
3.3	Data will be collected and made available to inform outputs and outcomes of the Country Program 2023-2027.	UNICEF NCO PM and SPGE Section	Toya Nath Subedi	12/31/2023	Completed	CPD and CPAP include local indicators
4	Programme strategy and design: Expanding social and behaviour change (SBC) approaches across the programme. UNICEF NCO should consider expanding the use of SBC approaches for better programme delivery, particularly in thematic areas which have not received adequate SBC support. Additionally, the SBC programme will benefit from including appropriate performance indicators, either separately or in other outputs, to ensure that SBC work can be tracked effectively				Agree	

4.0	UNICEF NCO will consider expanding the use of SBC approaches for better programme delivery, particularly in thematic areas which have not received adequate SBC support. A dedicated post is will be created to strengthen SBC	UNICEF NCO, SBC, Health and Nutrition Section.	Budhi Setiawan,Phu Prasad Singh,Shreya Singh	6/30/2024	Completed	An intersectoral SBC strategy integrating priority behaviors for crosscutting. Dedicated P4 level strategic guidance in SBC strategy. Health section has also created SBC areas of UNICEF. Update section is finalizing an approach for sectoral integration and coverage to strengthen SBC for Health and Education and approved under SBC Section position of SBC Specialist, NCO reporting directly to Chief SBC line reporting to Chief Health, WASH. Update 26 Jun 2024: Strategy to strengthen the cross-sectoral approach is finalized. https://unicef.sharepoint.com/:SitePages/SBC+-Strategy
5	Programme strategy and design: (Upstream work) Given UNICEF's position in the country, it should increase its efforts on policy development and influencing the Government on policies and strategies to address the needs of children				Agree	
5.0	UNICEF NCO will increase efforts on policy development and influencing the Government on policies and strategies to address the needs of children at all levels	UNICEF NCO and SPGE Section.	Usha Mishra,Thaku Dhakal	6/29/2023	Completed	Policy brief on child grant expansion workshop with Parliamentary programming priorities at Federal level focus on upstream policy development and strengthening across different levels of government, new CPAP and the corresponding strategies, and frameworks. Update contribute to the Government's emergent Sixteenth Plan and strategies, and frameworks. Update engagement with the federal, provincial, and local government to influence and to integrate child priorities. All UNICEF programmatic dedicated output/key intervention support and system strengthening
6	Programme strategy and design: In the new Country Programme, UNICEF NCO may consider the areas and interventions identified during this review and presented in Section 6.1.4, page 29.				Agree	
6.0	UNICEF NCO will Consider the areas and interventions that are missing or received low attention in line with social inclusion focus as mentioned in the CPD (2023-2027) para 15, (c) in the areas such as: Nutrition, Education, WASH, Social policy, ECD, Children with disabilities, Urban poor, DRR. Equity.	UNICEF NCO and all concerned Sections.	Usha Mishra,Toya Nath Subedi	1/31/2023	Completed	The new CPD has given high priority has also planned to do evaluation Allowance using GESI lens. Cross inclusive education, Similarly, focused on working with left behind effective social service delivery Sudurpashim provinces.
7	Programme delivery: Before the launch of the next Country Programme, the NCO should review the following programme delivery aspects: Staff capacity in the Field Offices, competency and the field presence of CSOs, recruitment of consultants, technical support provided via the Field Offices are need-based				Agree	
7.0	Review of Staff capacity in the Field Offices: UNICEF NCO will review the staff needs in the Field Offices based on the portfolio of the Field Office and will ensure that there is adequate staff capacity to undertake the work programme, both in terms of thematic and geographic coverage.	UNICEF NCO	Alice Akunga,Jee Hyun Rah,Maimour Diallo,Toya Nath Subedi	1/31/2023	Completed	UNICEF NCO have had an extensive staff, including Staff Association. Extensive analysis and consultation in terms of thematic and geographic UNICEF's finite resources and bring in maximum impact on it & Children and Leaving No One Office (NCO) Management has establishing two new Field Offices Dhangadhi for Karnali and Sudurpashim respectively as part of the Country Management Plan (CPMP) for Country Programme (2023 – 2027) with for both programme and operational Field Offices based in the Province fill the gaps in staff capacity in coverage and thematic coverage programme results while the Country efforts to further strengthen the incumbent staff in the new Office

7.2	CSOs: In selecting CSOs for field implementation, UNICEF NCO will focus on their competency and the field presence to provide the requisite services. UNICEF NCO also maintain a database of potential CSOs and is proactively involved in their selection. As a part of the engagement, UNICEF will strive to build CSO capacities, particularly in specific technical areas such as nutrition, WASH, health, and child protection.	UNICEF NCO, All sections.	Toya Nath Subedi	12/30/2023	Completed	NCO always conducts open s bidding process in UN Partner (https://www.unpartnerportal.c which serves as a comprehen UNICEF but for all UN agenci competency of the CSOs and advantage including field pres implementing similar program provinces are considered as a selection process. The CO ha the main big CSO partner (loc Programme Cooperation Agre with province level NGOs thro implementing the programme: the local needs as per the cor capacity development prograr potential NGOs at the provinc
7.3	Need-based support: UNICEF must ensure that the technical support provided via the Field Offices are need-based.	UNICEF NCO, All sections	Toya Nath Subedi	12/30/2023	Completed	UNICEF NCO and Field Office community consultations and government counterparts to di relevance of technical support recommendation UNICEF has UNICEF consultants based in dual reporting line to the Gove UNICEF with matrix managen evaluation and administrative staff arranged in the field offic developing a vulnerability and identify Who is vulnerable? W vulnerability? What are the so how do household respond to and risks?
8	Programme delivery) Delegation of Authority (DoA) to the Field Offices should be reviewed to improve delivery of the provincial and Palika programmes.				Agree	
8.0	NCO will consider and review the DoA limits to Field Offices and ensure that meets the demand of the local authorities.	UNICEF NCO	Maimouna Diallo	8/30/2023	Completed	The DoA limits to be reviewed Authority
9	Programme delivery: The partnerships and internal arrangements set out below should be critically reviewed to optimize delivery of the CP:				Agree	
9.1	Internal programme coordination: UNICEF NCO will review internal sectoral coordination mechanisms and will try to optimize delivery, particularly in cross-cutting areas.	UNICEF NCO and INGOs	Jee Hyun Rah	12/30/2023	Completed	Regular Programme Coordin Management Team meetings discussion as a standing ager cross sectoral task teams on Emergency for sectoral coordi
9.2	Partnerships with INGOs: UNICEF NCO will engage with other INGOs working in thematic areas to improve coordination, coherence in the core programming areas of UNICEF.	UNICEF NCO and INGOs	Toya Nath Subedi	12/30/2023	Completed	UNICEF engages in discussio coordination and identify oppc Partnerships with INGO forge a capacity/expertise gap (https://etools.unicef.org/pmp/
10	Programme delivery: Improve the reporting in RAM (and elsewhere) towards better consistency and ease in tracking progress.				Partially Agree	
10.1	NCO will ensure inclusion of appropriate indicators for measuring system strengthening initiatives in RAM.	UNICEF NCO and ROSA	Toya Nath Subedi	6/29/2023	Completed	NCO follows HQ/ROSA guida Indicators (CSIs) and Standar indicators list. CPAP and MYV strengthening, service deliver, related indicators.
10.2	NCO will improve in provincial disaggregation to capture the important work of the Field Offices while reporting on annual reports and achievements.	UNICEF NCO and ROSA	Toya Nath Subedi	2/27/2023	Completed	NCO results aggregate come provincial level results. During and target setting was done b deprivation and needs.
11	Programme delivery: Improve programme implementation monitoring to ensure timely delivery of the programme and to the expected quality, particularly in the Field Office operations.				Partially Agree	

11.0	Programme Coordination Group monthly tracks key implementation indicators (sector wise CPAP annual Target assigned to field offices.	UNICEF NCO	Jee Hyun Rah,Toya Nath Subedi	1/31/2023	Completed	Regular tracking of the implemen meetings, Field Office periodic results against targets through Monitoring Plan and status review annual review and reported to
12	Programme delivery: UNICEF NCO has to improve its communications with stakeholders, in particular with its implementing partners on the Country Programme content, results, and highlights of achievements together with improvements made to the lives of children.				Agree	
12.1	Improve communications with stakeholders, in particular with its implementing partners on the Country Programme content.	UNICEF NCO, All sections.	Jee Hyun Rah	6/29/2023	Completed	The CPD, CPAP including the work plan discussed, commur disseminated with government partners.
12.2	A communication strategy to be developed and implemented.	UNICEF NCO, All sections.	Jee Hyun Rah	8/23/2023	Completed	A communication strategy to be implemented.