EMR Tracker

Evaluation Management Response Document

Region: ESAR

Office: Republic of Mozambique

Evaluation Year: 2024

Evaluation Title: Evaluation of UNICEF's Response to the Level 2 Cholera and Cyclone Freddy Emergencies in Mozambique

Person In Charge For Follow Up to Management Response: Celine Sieu

Overall response to evaluation
The overall quality of the L2 evaluation, conducted by HERA Consulting between November 2023 and July 2024, was satisfactory with all objectives of the evaluation achieved. The data collection utilized consultative and participatory activities including interviews, group discussions, document reviews, and in-person interviews in the affected provinces. Key informants included UNICEF Mozambique staff, implementing partners, donors, government representatives, beneficiaries, and other UN agencies with knowledge of UNICEF's humanitarian programming in this response. Overall, the recommendations are applicable to the CO context (while some, to a certain extent), and management will continue to review and adapt emergency activities keeping these recommendations in mind, especially during ongoing efforts when implementing the emergency strategy and response.

Planned Use of the Evaluation
The purpose of this evaluation is to inform the mid- to long-term direction of UNICEF's humanitarian efforts in Mozambique by examining the past response and recommending adaptations for the post-L2 period. The evaluation will be used for both accountability and learning purposes. • Accountability: it aims to report on the results (expected and unexpected) of the cholera and Freddy humanitarian response in Mozambique to donors and beneficiaries (rights holders and duty bearers), and the use of significant funds mobilized for the crisis response. • Learning: it seeks to identify lessons to improve future responses by the Mozambique country office, the Government, and civil societies. In this regard, the main findings will be broadly disseminated with national partners and used by both UNICEF Mozambique and its partners to improve its preparedness for future emergencies. The key results will also be used to inform the implementation of the Humanitarian-Development and/or Humanitarian-Development-Peace nexus approach in the country and at the regional level. Both the country team and the regional office will use this evaluation to reflect on the corporate activation of the L2 and how these procedures supported or hindered to a certain extent the deployment of the response interventions. The best practices and lessons learned of this evaluation will inform the development of the emergency strategy of the office during the next development of the country programme in late 2025/early 2026.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Strengthen preparedness for cholera and climate-related disasters				Partially Agree	
1.0	Review "standing capacity" of the office for stocks to determine an agreed figure, list of stocks, etc.	Emergency section	Claudio De Sandra Julaia	2/28/2025	Completed	Office standing capacity updated during the revision of the EPP. In additions, a discussion was held with sections to identify critical supplies, existing stocks and need of additional procurement or not depending on funding availability.
1.0	Conduct a thorough review of the EPP to update and ensure new staff are aware of the risks and preparedness plans	Emergency section	Claudio De Sandra Julaia	2/28/2025	Completed	EPP revised, updated and approved
1.0	Ensure all sections have contingency HPD(s) that cover the country	Programme section	Ketan Chitnis,Claud De Sandra Julaia	4/30/2025	Completed	Five multisectoral contingency PDs completed and approved in September 2024. LTAs in place with 3 companies to also provide coverage for public health emergencies (principally cholera) where no NGO partners are available (though more expensive). Colleagues from the agencies were trained by the cholera coordinator on UNICEF's approach in 2024. These documents are available internally as evidence on demand.
2	Increase focus on placing persons with disabilities and other vulnerable groups (e.g., the elderly, women) at the centre of the emergency response.				Partially Agree	

2.0	Create contingency PDs with NGOs/CSOs who can provide technical support to other responding UNICEF partners on disability and gender	SPRING section	Rossella Albertini,Julie Muzondo	4/30/2025	Completed	Contingency PD covering GBV and PSEA is under development will be finalized Q2 2025 to be used for future emergencies. The relevant documents are available internally as evidence on demand.
2.0	Develop a quality checklist and SOP to mainstream disability in UNICEF's emergency response.	SPRING section	Ketan Chitnis	6/30/2025	Cancelled	Cancelled due to lack of dedicated capacity in the office, and the support of RO didn't materialize due to FFI reshift.
3	Ensure all required operational resources (e.g., human and material) are in place and known to all involved for efficient and timely implementation of an emergency response.				Agree	
3.0	All operations sections are updated in the next EPP	HR, Supply teams	Edson Madeira,Eme Bere,Claudio De Sandra Julaia	2/28/2025	Completed	EPP was updated including the minimum preparedness standards on HR and Supply/Logistics
3.0	130 MCO staff trained on CCCs and EPR in 2024 and 2025	Emergency team	Claudio De Sandra Julaia,Jane Strachan	12/31/2025	Completed	2 EPR trainings were provided in 2024 and one to date in 2025; attendance total thus far is 57. All participants must complete the CCCs Agora course before EPR training and provide the certificate to the training team. The training is open and offered to all staff. Participation depends on the section/FOs priorities.
3.0	Develop a consolidated list of professionals (e.g., ESARO roster, Frontline, Change for Good etc.) with emergency experience, which includes details of hiring options (expertise, fees, location, availability, skills etc.) that MCO teams can easily access and use.	HR section	Emely Bere,Al Hassan Sall	1/31/2025	Completed	Recruitment done and a roster now exists. However, with the current FFI, this roster has been suspended (due to posts reduction). Evidence/roster can be made available internally on request.
4	Strengthen MCO's role and contributions in inter-agency coordination and ensure complementarity between key stakeholders.				Partially Agree	
4.0	Develop a TOR for double-hatted staff identified as cluster coordinators and upload the TOR to EPP.	Emergency section	Jane Strachan	12/31/2024	Completed	PER and JD inputs for double-hatted staff were developed and shared with HR and CMT TOR for cluster double-hatting was developed and shared with CMT All documents were reviewed by acting cluster coordinators; section chiefs were provided two weeks to comment. Edits were incorporated. Completed versions uploaded here as evidence.

4.0	PERs for double-hatted staff reflect cluster responsibilities	Programme sections	Jane Strachan	3/31/2025	Completed	PER and JD inputs for double-hatted staff were developed and shared with HR and CMT TOR for cluster double-hatting was developed and shared with CMT All documents were reviewed by acting cluster coordinators; section chiefs were provided two weeks to comment. Edits were incorporated. Completed versions uploaded here as evidence.
5	Continue supporting the Government of Mozambique in emergency preparedness.				Agree	
5.0	Support to INGD for the development of Info Mgmt platform/dashboard	Emergency section	Claudio De Sandra Julaia	12/31/2025	Completed	Dashboard developed using Tableau application and was tested during the 2024/2025 rain season. The dashboard (external version) was shared with humanitarian partners and its was included in two provincial workshops held in Beira and Pemba for wider dissemination. The national operative center (CENOE) will organize training of its information officers at the central and provincial levels to strengthen their knowledge and capacity to use the platform.
5.0	Support to INGD in updating the contingency plan	Emergency section	Claudio De Sandra Julaia	12/31/2025	Completed	UNICEF ensured participation of cluster coordinators in the retreat for the consolidation and compilation of national contingency plan
5.0	Information learned from participating in INGD planning and emergency coordination processes shared internally with MCO colleagues	Emergency section	Claudio De Sandra Julaia	12/31/2025	Completed	Participation of UNICEF in the development of national contingency plan (workshop 30.09.2025-03.10.2025)
6	Improve MCO's approach to ensure that HDP nexus/risk informed programming is implemented.				Agree	
6.0	Session on GRIP provided to all output managers and Section Chiefs	Emergency section	Jane Strachan	8/31/2025	Cancelled	HQ advised that there are no longer people to provide support to COs on GRIP as it has been incorporated into the CPD planning cycle, and the unit is being phased out in the 2025 PBR process. As UNICEF is entering the new CPD cycle, risk-informed programming should be incorporated into the broader process and then implemented via programmes during the CPD period.

6.0	CRRP is reviewed and updated	Deputy Representativ Programme	Yannick Brand	6/30/2025	Completed	Discussions on the CRRP revisions have started in the second semester 2024 during the strategic moment of reflection exercise conducted in the office. However, the actual document was not reviewed, instead, the discussions fed into the new CPD strategy and approach.
6.0	Localization strategy developed	Deputy Representativ Programme	Yannick Brand	6/30/2025	Completed	Localization strategy developed and available.