

Evaluation Management Response Document

Region: EAPR

Office: Fiji (Pacific Islands)

Evaluation Year: 2017

Evaluation Title: Final Evaluation Improving WASH in Solomon Islands (IWASH-SI) Project

Person In Charge For Follow Up to Management Response: Kathleen Letshabo

Overall response to evaluation

UNICEF acknowledges the main findings of the evaluation of the Improving WASH in Solomon Islands (IWASH-SI) Project noting the considerable human capacity constraints and challenges faced whilst implementing the project with the Ministry of Health and Medical Services.

Planned Use of the Evaluation

- Provision of Strategic Guidance to the Solomon Islands WASH Sector including Government and NGOs through lessons learned - Improve future implementation of WASH interventions, most notably those water and sanitation activities implemented under EU EDF10 and EDF11 - Strengthen UNICEF programming and implementation and internal processing

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	Work to clarify and improve specificity of data collected by the project, including partners, as well as the methods used to collect data, e.g., regarding diarrhoea incidence—where the data came from, time frame, etc. If PCA's outlined specific data that were to be collected, that data should be requested of and required by project partners (e.g. incidence of diarrhoea data) and monitored by UNICEF.				Agree	
1.0	Provide technical advice to MHMS on health information system strengthening. Weekly primary data on diarrhoea is collected through the sentinel sites as well as through the DHIS, by Health Ministry. UNICEF will further support and strengthen the disease surveillance system of MHMS (including data on diarrhoea), help track, aggregate and analyse the data, to support appropriate response. UNICEF will continue to advocate for and foster, inter sectoral collaboration with regards to data sharing and utilization. An analysis of the burden of water-borne and water-related diseases is being planned.	WASH	Mamita Bora Thakkar	6/20/2018	Completed	UNICEF is providing technical advice to MHMS on health information system strengthening, including disease surveillance systems.
2	Work with IWASH project partners to develop a plan to bring non-functional latrines completed by the project on-line as well as address any other outstanding issues identified in the evaluation, e.g., structural issues which may pose safety for students are satisfactorily addressed.				Agree	
2.0	Follow up meetings organised with the partner NGOs.	WASH	Mamita Bora Thakkar	5/31/2025	Completed	Evaluation recommendation noted and relayed to NGO partners. Follow up meetings organised with the partner NGOs and key actions from the NGOs identified. Both organisations are still present in the IWASH provinces. LLEE and WVSI has systematically addressed the structural gaps in the infrastuctures, as identified in the evaluation.

3	Work with RWASH and the WSG to develop in the SIs a) a more strategic approach to implementing CLTS, e.g., targeting implementation in one province or geographic area following increased capacity building before moving on to broader implementation country-wide to ensure that future triggering activities are conducted by highly skilled facilitators; and b) more relevant hygiene promotion behavior change strategy that is informed by formative research and data				Agree	
3.0	Ongoing CLTS training and formative research on hygiene behaviour change to be undertaken in 2018.	WASH	Mamita Bora Thakkar	12/1/2018	Completed	UNICEF leveraged RWASH Sector funds under EDF10 to model sustainable sanitation at scale in North Malaita. RWASH approved the National Sustainable Sanitation Plan (NSSP) developed by UNICEF, in October, which proposes a systematic way of implementing CLTS and take it to scale. Drawing from the evaluation recommendations, UNICEF supported RWASH in the review of training manuals, identification of appropriate HR, including the lead/master trainers, NGOs, formulation of sanitation marketing concept, training of lead trainers on use of SATOpans. RWASH also recently organised the training of trainers for CLTS in October, and another TOT has been scheduled in February. These trainers will be deployed in the field for training and triggering and the final resource team will be selected. Revised monitoring formats have been developed, to track the progress of ODF status.
4	Work to ensure that monitoring mechanisms are in place BEFORE triggering communities to ensure that critical follow-up activities will be conducted.				Agree	
4.0	RWASH review the existing CLTS tool kit including manuals, communication products, training materials and modules on CLTS.	WASH	Mamita Bora Thakkar	11/30/2018	Completed	UNICEF has engaged the services of a high level international CLTS consultant, who is helping RWASH review the existing CLTS tool kit including manuals, communication products, training materials and modules on CLTS. In preparation for the NSSP, training modules, community engagement guidelines, monitoring tools, and reporting formats have been revised and are being used for training master trainers, training of cluster supervisors, NGOs staff and RWASH team using the training modules and the CLTS tool kit.
5	Improve CLTS M&E mechanisms to provide improved data from which progress towards and obtainment of NOD status can be monitored and evaluated. This is to support not only progress towards ODF and movement up the sanitation ladder but also evaluation of CLTS implementation in the SIs and overall progress towards the SDGs.				Agree	

5.1	Review of CLTS Training Kit.	WASH	Mamita Bora Thakkar	2/1/2018	Completed	The CLTS training Kit has been reviewed. Based on the gaps identified, UNICEF supported the development of a systematic training plan for CLTS Master Trainers (TOT), supervisors, facilitators and village champions. Additionally, a separate detailed guidance note on the role of each is under development. The training plan and the facilitators guidance note will be used in the proposed CLTS project in North Malaita, under supportive supervision of UNICEF and executed by the partner NGOs. A simple reporting format has been developed, to capture the village level data, for aggregation and analysis at the provincial level.
6	Work to include monitoring mechanisms into all WASH infrastructure projects to ensure systems and facilities meet RWASH guidelines and MEHRD technical requirements.				Agree	
6.1	UNICEF to work closely with RWASH TA team, to ensure that partners are systematically oriented on technical standards of RWASH infrastructure and compliance clauses.	WASH	Mamita Bora Thakkar	12/31/2018	Completed	UNICEF supported RWASH in the review of the technical standards and compliance norms, for HH sanitation and water supply systems. This is awaiting finalisation from the government and is expected to happen in 2018. New user friendly formats and checklists have been developed for partner staff to monitor the compliance conditionalities. Solomon Islands Government adopted the National Standards for WASH in Schools. This was supported by UNICEF, through a specialised technical agency, ESR. Consultations have taken place to roll out the Standards and more trainings are being planned in 2018.
7	In collaboration with RWASH and other WASH partners in the SIs to conduct an analysis of the WASH supply chain in the provinces specific to supplies needed to make repairs to GFS and RWH systems and to construct household latrines to support movement up the sanitation ladder (e.g., taps, PVC pipe, elbows, glue, slabs, concrete, bowls and PVC pipes, etc.)				Agree	

7.1	UNICEF supports RWASH to document the experience, identify a suitable and standardised supply chain mechanism.	WASH	Mamita Bora Thakkar	6/1/2018	Completed	Sanitation marketing approach is being tested under Nssp in Malaita. The market for Satopans and the marketing strategies were explored, to help communities move up the sanitation ladder. Initial review of the products, costs, potential vendors in India and Bangladesh contacted. Trainings on installation of SatoPans have been completed. Presentation on the sanitation marketing approach and supply chain strengthening included in the September WSG meeting, by RWASH. Including sanitation marketing in Nssp will help understand supply chain issues, strengthen access to products and help communities move up.
8	Increase UNICEF and WASH partner staff knowledge and capacity to improve their ability to develop and review existing WASH logical frameworks to ensure frameworks are realistic and resources exist, or can be put in place, to effectively monitor identified project activities, desired outcomes and results.				Agree	
8.1	Improve monitoring systems and alignment of logical framework project indicators and means of verification with other data sets.	WASH	Mamita Bora Thakkar	12/31/2018	Completed	Supported by EAPRO and MCO, Suva, UNICEF SI is supporting SIG, to review national population based surveys (Census, DHS and HIES) to align it's WASH indicators with global SDG WASH indicators and also standardise the definitions for better data consistency. A systematic review of the national SIEMIS data sets, indicators and definitions was completed by UNICEF, MEHRD and SPC, to strengthen SIEMIS. Based on this review a set of new indicators, aligned to te global WinS core SDG indicators have been developed and integrated with SIEMIS, to be rolled out in 2018. The Annual WASH network meet in November 2017, was used to revisit and review the WASH Theory of Change, develop new targets, SMQs and the measurement table and review monitoring indicators and outcomes and link it to project outputs.
9	Work to increase the capacity of staff working at the provincial level to support the further application of the RWASH policy and standards.				Agree	

9.0	UNICEF will work closely with RWASH on a long term plan for capacity building of RWASH and alternative institutions for urban and rural WASH. Some of the areas could be monitoring, CLTS facilitation skills, and sanitation marketing.	WASH	Mamita Bora Thakkar	10/31/2018	Completed	UNICEF, in partnership with IWC has completed the NGO profiling and capacity assessment on WASH. This will feed into a larger sector capacity assessment to be done by IWC in 2018, to help design of capacity development plan for the sector. Working closely with RWASH and sector partners, IWC will review the existing sector capacity to implement CLTS and Urban WASH under EDF10 AND 11 programme design, to suggest a systematic plan for building institutional capacities in the country.
10	Work to improve overall project management skills and capacity of current and future UNICEF and WASH partners, where feasible, utilizing recognized international development program management standards as guides.				Agree	
10.0	Improve UNICEF WASH Section capacity in project management and project administration.	WASH	Marc Overmars	5/31/2018	Completed	* Recruited qualified and suitable staff to take leadership in project management at the Solomon Islands Field Office * Organized regional WASH Net meetings to improve overall understanding of WASH programming * Supported longer term capacity building including on project management, monitoring and evaluation, reporting and accountability * Training sessions organized for all staff on monitoring for equity, bottleneck analysis, enterprise risk management, HACT, results based management
11	Improve proposal planning to ensure that adequate UNICEF WASH staffing and other associated budgets are in place to support future projects, taking into consideration risks and other factors (e.g., disasters, transportation, high cost of living in Honiara, etc.)				Agree	
11.1	Enhance UNICEF programme interventions through strategic planning and improved resource mobilization and project development.	WASH	Marc Overmars	12/31/2018	Completed	* Improved recruitment of qualified and suitable staff with the right profile * New multi country programme established through extensive consultations and development of peer reviewed WASH strategy note and theory of change * Sector Analysis undertaken by external consultant and scoping document available for future financing and support to the sector * Realistic budgets based on actual costs incorporated in proposals such as SIBLE and EDF10 * New financing identified and mobilized for follow up actions supported by New Zealand * Continued dialogue with SIG and EU to support WASH programme

12	Work to include qualified dedicated M&E staffing or a proportion of FTE of existing staff (with M&E skills) into WASH projects in the SI that are similar in scope and size to the IWASH project, thus ensuring that M&E is adequately supported.				Agree	
12.1	Establish a monitoring dashboard and provide M&E training and enhance use of monitoring tools, data collection and analysis.	WASH	Mamita Bora Thakkar	12/31/2018	Completed	New PCAs under discussion (WV and CARITAS) have included M&E staff in project, budgets who have been tasked with regular monitoring and feedback. A monitoring dashboard in under development, to aggregate and analyse SIBLE project data generated through use of AKVO Flow for project monitoring. SIFO is also strengthened, with another WASH Officer joining the team, with project moitoring functions as well. MEHRD staff have been trained on M&E functions, use of monitoring tools, data collection and analysis and use of technology like the AKVO Flow.
13	Improve the capacity to both develop and implement project baselines, endlines, and KAP surveys or other data collection mechanisms based on the project's logical framework (particularly for projects with large scale or scope) to enable the project to measure change over time among the targeted communities and progress on the overall project objectives using quantitative as well as qualitative data at the end of the project.				Agree	
13.1	Support SIG and RWASH to establish baselines for EDF programming and a national JMP-SDG baseline.	WASH	Mamita Bora Thakkar	12/31/2018	Completed	The RWASH baseline (2015/16) now included as one of the data points, to establish the national JMP-SDG baseline for the country. RWASH is strengthening the national rural WASH monitoring systems, with an aim to align the national indicators with the global SDGs. The data collection tools are presently being developed, and will be rolled out in November 2017. For new projects, baseline data has been included as an integral part of project design. For eg. In the SIBLE project, base line survey was conducted at the start of the project and the data analysed. This data will be used as a benchmark to measure progress of the project. WASH in Schools national baseline framework established, ethics approval secured and the data collection formats reviewed and approved by UNC. Urban WASH baseline has also been established (final report awaited), that will form the baseline for the WASH programming under EDF 11.

14	In collaboration with RWASH, EU technical assistants, and NGOs coordinate a workshop on WASH data to review various lessons learned from recent studies (e.g., Rural WASH Baseline Study [2015/16], IWASH data, recent DHS study, etc.) and identify how WASH actors can work to support improvements in data collection, including consideration of capacity development and technical assistance to NGO and government M&E staff.				Agree	
14.1	WASH Stakeholder Group organized with RWASH WASH partners and EU	WASH	Mamita Bora Thakkar	12/31/2018	Completed	The RWASH baseline was shared at the WASH Stakeholder Group, meeting with partners. The two implementing partners LLEE and WWSI are members of the WSG. Additionally, UNICEF organised consultations on the JMP-SDG with government and partners, where the methodology and findings of RWASH was shared. Using a similar methodology, the Urban and periurban baseline survey was launched in the presence of partners and government, where he methodology was shared. A similar survey to establish the WASH in Schools baseline is being planned for Feb 2018. A national stakeholder consultation on Scaling up Sanitation is proposed to be organised in November 2017, During this consultation, the methodology, findings and learnings from the WinS and Urban baseline will be shared. If still required, a separate consultation will be organised for sector stakeholders for detailed discussion on the methodology and findings. UNICEF will also prepare discussion notes on the methodology, learnings and findings from the three surveys, to share with other Pacific countries.
15	Improve filing system and ensure adequate retention and organization of project documents and reports, e.g., staff trip reports and partner M&E reports, etc., throughout the project to improve project activity tracking and preparation of documents and data for future WASH project evaluations.				Agree	
15.1	Organize results based management training and support staff for enhanced accountability through improved monitoring and reporting.	WASH	Marc Overmars	12/31/2018	Completed	Strengthened capacity of WASH staff during WASH network meetings with training on data and monitoring. Developed Akvo really simple reporting pages to store and present information and enhance visibility and transparency of overall project achievements.
16	Conduct a financial review of all water projects and all school latrines infrastructure projects to identify project costs based on the implemented design, including transportation and staffing costs, to guide future planning and budgeting by UNICEF, funders, and government.				Agree	

16.1	Support review of engineering designs, drawings and cost estimates for school water supply, sanitation and handwashing infrastructure.	WASH	Mamita Bora Thakkar	6/1/2018	Completed	In consultation with RWASH and MEHRD, UNICEF has engaged a technical consultant, to provide engineering designs, drawings and cost estimates for school water supply, sanitation and hand washing infrastructure. This, along with the engineering designs and cost estimates developed by RWASH, will provide standardised templates, to develop costs for hardware inputs and help rationalise the infrastructure costs of projects. the cost estimates template/model will include transportation and labour costs.
17	In collaboration with RWASH and WASH stakeholders, explore improved provincial governance structures and supports to improve M&E of implemented infrastructure to obtain the Sustainability Development Goals.				Agree	
17.1	Scoping feasibility of a sector capacity assessment with SIG, RWASH and UNICEF Partners.	WASH	Mamita Bora Thakkar	12/31/2018	Completed	UNICEF is supporting RWASH, to undertake a large scale sector capacity assessment, through the International Water Centre, leading to the development of a sector capacity building plan, to be implemented over the next two years.
18	Develop a mechanism to measure the functionality of WATSAN committees following trainings as well as a strategy for follow-up trainings.				Agree	
18.0	Undertake review of the sector capacity and institutional arrangements in the WASH sector.	WASH	Mamita Bora Thakkar	3/31/2018	Completed	UNICEF is supporting RWASH in the review of the sector capacity and institutional arrangements in the WASH sector, that'll take into account the existing capacity building scope on O&M, hardware improvements, skill building in construction of low cost toilet infrastructure and water points etc. UNICEF supported RWASH in rolling out the capacity building plan, at national level and in selected provinces, including Malaita, where the national Sustainable Sanitation Plan is being modelled.
19	Explore latrine design options and other programming to address the needs of young children (age 5) related to use of child friendly latrines and faeces disposal.				Agree	
19.1	New designs for baby friendly toilets will be explored and integrated into the plan for SIBLE, in schools. Appropriate discussions will be held with the engineering consultant supporting WinS technology designs. Messaging on safe disposal of child feces will be included as a part of the communication package on HH sanitation.	WASH	Mamita Bora Thakkar	12/31/2018	Completed	WASH Engineer contracted to support design criteria and standards for WinS through SIBLE.
20	Review and discussion of CLTS in the South Pacific.				Agree	

20.0	Organize a learning exchange on CLTS for RWASH.	WASH	Mamita Bora Thakkar	3/31/2018	Completed	A learning exchange to East Timor was organised by RWASH. This team included RWASH Project Manager, National CLTS Coordinator, UNICEF WASH Officer and other RWASH Staff. They learnt about the successful journey of CLTS through government interaction, village visit and community exchanges. It was a very useful learning event. The learnings were exchanged in the national WASH Stakeholder Group meeting for others in the Sector.
21	Integrate MHM approaches in all future community and school WASH programming to address the identified issues outlined in the report as well as to meet MEHRD and UNICEF standards moving forward.				Agree	
21.1	Undertake a study of MHM in schools and gender mainstreaming for WASH. The WASH and Gender study currently underway, is reviewing the gender policy landscape in SI, to identify the best possible platform to take the interventions to scale.	WASH	Mamita Bora Thakkar	6/1/2018	Completed	UNICEF completed a study of MHM in schools and developed a standardised package of MHM in Schools. This is under discussion with MEHRD, to be rolled out as a pilot in the 42 schools of SIBLE.
22	Improve disability access in all future school sanitation construction projects to address the identified issues outlined in the report as well as to meet MEHRD standards moving forward.				Agree	
22.0	Include disability concerns in National Standards for WASH in Schools.	WASH	Mamita Bora Thakkar	3/31/2018	Completed	The National Standards for WASH in Schools, approved by Solomon Islands Government (supported by UNICEF) has incorporated the disability concerns in WASH. New WASH infrastructure being constructed includes basic design considerations like ramps and handrails and adjusted heights of handwashing infrastructure (eg Marara)
23	Celebrate IWASH Successes! This evaluation report identifies many significant steps undertaken by the project to improve rural WASH conditions in communities and schools in the SI and specifically within Isabel, Makira, and Temotu provinces in addition to opportunities for improvement. The efforts of UNICEF, RWASH, and project partners should be acknowledged formally and celebrated.				Agree	
23.0	Share evaluation findings with Govt, EU and NGO partners for follow-up.	WASH	Mamita Bora Thakkar	12/31/2018	Completed	Organized briefing session to discuss evaluation findings and shared with Govt, EU and NGO partners for follow-up.
24	Ensure that IWASH project data is provided to RWASH for inclusion into the current national infrastructure project spreadsheet and the future RWASH database.				Agree	
24.0	Incorporate project data into national database.	WASH	Mamita Bora Thakkar	3/31/2018	Completed	The recommendations of the evaluation noted. A meeting was organised between the CLTS National Coordinator (responsible for managing the monitoring spreadsheet) RWASH TAs, implementing partners and UNICEF, to incorporate the project data into the database.