

Evaluation Report Title: IPME Evaluation

Response to Evaluation Report (overarching narrative)

We welcome this evaluation which has provided useful insights into the Accelerating Sanitation and Water for All (ASWA) Programme in Neglected, Off-Track Countries implemented by UNICEF. The key recommendations from the evaluation team have been used in the design of a subsequent programme of support to UNICEF. The evaluation team developed a positive working relationship with UNICEF, who also fed back substantive comments of the draft reports.

The evaluation notes that overall this programme met its objectives, at least with regard to output level results which were all achieved or exceeded. It concludes that the programme offered good value for money. The evaluation rightly points to significant differences between the country programmes in terms of the ambition of the expected results and explain this based on the country - and UNICEF in each country – experience with key approaches. This reflects the design of the programme to help accelerate progress in very off-track countries, some of which had limited capacity. Our view is that the difference in ambition was acceptable and the evidence points to each country making substantive progress under this project.

The evaluation was completed before a full assessment of the sustainability of the UNICEF country projects could be made. The evaluation was therefore not able to draw firm conclusions about outcome achievement because work was ongoing on this under an extension to the MoU with UNICEF.

The evaluation team did raise some questions regarding the sustainability of the interventions in some countries. Whilst we agree there are questions about sustainability, we do not believe this cannot be understood solely in the context on one project implemented by UNICEF, but should be assessed in the context of the long-term relationship UNICEF maintains with Government and other partners at a country level. We therefore are positive about the prospects for sustainability given the investment in the wider enabling environment and UNICEF's position within the sector in each of the countries. Nonetheless, the evaluation has provided some useful commentary on the prospects for sustainability which have been of use for both UNICEF and DFID.

The evaluation notes that some of the elements of project focused on supporting the enabling environment were well targeted, strategically important and led to improvements in the sector in each of the countries. This was particularly the case for work on sector monitoring, support to Government-led planning and capacity building. These will be of particular value in promoting sustainable outcomes. There was little progress on measuring the number of people indirectly benefitting from this project and the evaluation found that the operational research supported was poorly linked to the country level projects, whilst noting it was of wider relevance. We agree with this analysis and have made the work on the enabling environment more focused under our new programme of support to UNICEF.

The evaluation was not able to adequately assess whether the process monitoring support was effective in delivering outcomes as the contract covered both monitoring and evaluation services. This is a shortcoming in the evaluation and we have addressed this in new programming by ensuring that monitoring and verification activities are separated from evaluation.

Management Response & Recommendations Action Plan

Evaluation Report Title: **IPME Evaluation**

Recommendations	Accepted or Rejected	If “Accepted”, Action plan for Implementation or if “Rejected”, Reason for Rejection
The design of future programmes should prioritise the achievement and measurement of programme outcomes and make provision for work on this in the implementation phase.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. We have made it explicit in the project design that UNICEF should start activities from the outset to set the basis for successful achievement of the project outcomes. This includes more work on the enabling environment and building stronger systems.
Centrally-funded programmes should require each participating UNICEF country office to develop its own logframe or results framework, nested within a global one.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. Each country office will develop a logframe and these nested within the overall global logframe.
A dedicated inception phase should be built into programme design.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. There is a 6-month inception period built into the project design.
DFID should encourage UNICEF to regularise VFM analysis for global and country programmes.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. We have included 12 VFM indicators that must be monitored in the programme and UNICEF have developed their own guidance on VFM measurements
Enabling environment objectives should be customised to specific country situations and tailored to programme timeframes. Programme design should encourage UNICEF to identify where it can best add value.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. Actions will be reflected in the country level logframes.
Set country-level outcome targets, include baseline assessments and set outcome indicators to be measured at specified intervals.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. Each country programme is conducting a baseline and have outcome indicators in their logframe.
Ensure that the duration of Project Cooperation Agreements (PCAs) and / or Memoranda of Understanding (MOUs) with government counterparts is sufficient to enable delivery of outputs and work in support of sustainability.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. This is documented in country programme plans and will be monitored through the lifetime of the project.
UNICEF standardised programme level frameworks should be established for reporting financial and performance data.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. UNICEF will ensure standardised and transparent reporting.

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Securing funded and timely arrangements for long-term promotional interventions, technical assistance and monitoring in programme communities post-ODF and after IP PCAs and / or government counterpart MOUs have ended.	Accepted.	We will encourage UNICEF to prioritise this in the countries where the ' <i>Sanitation, hygiene and water for the rural poor</i> ' project will operate.
Guidance and capacity building for Country Offices in targeting and monitoring building on existing UNICEF guidance and good practice.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. Country programmes will ensure monitoring and targeting is improved using UNICEFs own guidance and practice.
Independent monitoring and evaluation should be in place at the start of Six-monthly tripartite meetings between UNICEF, DFID and IPME should review reports and agree remedial actions.	Accepted	This recommendation has been acted upon in the design of a new centrally managed project with UNICEF: ' <i>Sanitation, hygiene and water for the rural poor</i> '. We are ensuring that an independent monitoring and verification provider is in place by the end of the initial inception period so that they are able to engage with UNICEF from the start of the implementation. We will have regular tripartite meetings.