

# UNICEF Management Response Report

Report Generation Date: 13-Aug-13

Evaluation Title: Evaluation du Programme Ecole et Village Assaini 2009-2011 en Republique Democratique du Congo

Evaluation Year: 2012

Office in charge: DR. Congo

Focal Point(s) in charge: Gareth Graham

**Overall response to the evaluation:** Despite a rigorous ToR, this evaluation fell short of expectations. The Evaluation Team did not envisage a sufficiently large window for field surveys, and the quality of their analysis suffered from this lack of first hand information and evidence. Findings were consequently narrow. However the Evaluation did pick up on some important issues with the programme, notably in the area of programme management.

**Planned use of the evaluation:** The Evaluation has provided food for thought for the second phase of the Ecoles et Villages Assainis (EVA) Programme, and this Management Response, coupled with a similar recommendations-analysis exercise conducted in a section retreat in August 2012, will contribute to thinking around the design of the second phase. Elsewhere, WASH Section will retain important lessons on the management of Evaluation Teams, their responsibilities, and the responsibilities of UNICEF for receiving quality work as stipulated in the ToR

## Evaluation Recommendation or Issue 1

Prepare an M&E manual with operationalization plan

### Management Response: **Partially Agree**

A manual is important for the functioning of the M&E system, but as the system is due to undergo significant redesign in the coming 12 months, it makes no sense to produce one now, but one will be produced for the new design

#### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 10/30/2013

Implementation State: Underway

**Action Planned:** Plan manual for next M&E system

**Action Taken:** M&E Strategy has been initiated for DFID Proposal

#### **Supporting Documentation Links:**

Draft version only can be shared July 2013

## Evaluation Recommendation or Issue 2

Install an indicator dashboard

### Management Response: **Agree**

#### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 10/30/2013

Implementation State: Underway

**Action Planned:** Integrate dashboard into manual

**Action Taken:** Integration of dashboard into manual is not a good idea. However we have begun to develop indicators for phase 2 of the programme and compiling these in a logframe.

## Evaluation Recommendation or Issue 3

Strengthen capacities of community organisations to monitor programme activities

**Management Response: Agree****Action 1**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 11/30/2013

Implementation State: Underway

**Action Planned:** Reflection on how to integrate communities**Action Taken:** PCA with Constellation on Participatory Approaches underway and testing in the field in April, May, June, July 2013. Timetabled into retreat July 2013**Action 2**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Prepare training modules for new ways of working**Action Taken:** ToR developed, consultant being recruited. 9 themes have been identified for modules**Supporting Documentation File Attachments:**[http://usaaapps85.unicef.org/epp/EvaluationTracking.nsf/0/286DA548CDA5D6CB85257ABB004022DB/\\$FILE/TDR Module WASH.pdf](http://usaaapps85.unicef.org/epp/EvaluationTracking.nsf/0/286DA548CDA5D6CB85257ABB004022DB/$FILE/TDR%20Module%20WASH.pdf)**Action 3**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 6/30/2013

Implementation State: Underway

**Action Planned:** Amend database to permit community monitoring tool**Action Taken:** ToR being developed for new DB. Can be shared July 2013**Evaluation Recommendation or Issue 4**

Implicate IT and MCDS in data collection

**Management Response: Agree****Action 1**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 10/30/2013

Implementation State: Underway

**Action Planned:** Involve IT and MCDS in post-certification component**Action Taken:** Reflection underway on how to implicate actors in new phase**Evaluation Recommendation or Issue 5**

Strengthen capacity in BCZ to use M&amp;E tools

**Management Response: Partially Agree**

A comprehensive toolkit already exists for BCZ

**Action 1**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Kelly Ann Naylor

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Refine toolkit for Phase 2 of programme

**Action Taken:** The design is being made

## Evaluation Recommendation or Issue 6

Increase implication of school directors in implementation of EA activities

**Management Response: Partially Agree**

Director is already playing a central role

## Evaluation Recommendation or Issue 7

Implication community organizations in monitoring for post-certification

**Management Response: Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 3/30/2013

Implementation State: Underway

**Action Planned:** Reflection on how to integrate communities

**Action Taken:** Timetabled into retreat Nov 2013

### Action 2

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 6/30/2013

Implementation State: Underway

**Action Planned:** Prepare training modules for new ways of working

**Action Taken:** Database amendments in ongoing

### Action 3

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 10/30/2013

Implementation State: Not started

**Action Planned:** Amend database to permit community monitoring tool

**Action Taken:** None

## Evaluation Recommendation or Issue 8

Strengthen capacities of NGOs in M&E to ensure better compliance with planning calendars

**Management Response: Partially Agree**

This is important, and somewhat addressed by the work of the Audit Specialist, but more systematic capacity building of NGOs requires too many resources

## Evaluation Recommendation or Issue 9

National counterparts should be supported to better assume their role as owner of the programme

**Management Response: Disagree**

The national counterparts are supported constantly in a variety of ways by UNICEF staff - some of whom are fully dedicated

to this support - and without further precision it is difficult to take this recommendation further. It is also a major challenge of the programme to promote national ownership

## Evaluation Recommendation or Issue 10

Encourage NGO partners to participate in WASH Cluster in order to improve quality of implementation

### Management Response: **Disagree**

This recommendation was not regarded as pertinent by UNICEF

## Evaluation Recommendation or Issue 11

Closer attention to PCA Specifications Checklists to make sure that activities are executed as planned

### Management Response: **Partially Agree**

Close attention is already paid to PCA checklists, limited by the logistical constraint of WASH Admin presence at intervention sites. However what is true is that PCAs can vary between provinces, and therefore that national norms should be more broadly adhered to.

#### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 12/31/2013

Implementation State: Underway

**Action Planned:** Ongoing work on programme level norms

**Action Taken:** Period of reflection on new phase

## Evaluation Recommendation or Issue 12

Increased effective participation of communities in process of behavior change

### Management Response: **Agree**

#### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Anne Laure Frouin

Expected Completion Date: 6/30/2013

Implementation State: Underway

**Action Planned:** New modules for BCC

**Action Taken:** ToR for anthro study on communities

#### Action 2

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 7/31/2013

Implementation State: Underway

**Action Planned:** Training for IPs

**Action Taken:** ToR for modules drafted

## Evaluation Recommendation or Issue 13

Harmonise Village Assaini and Ecole Assaini to allow greater sharing between beneficiaries and implementing partners

### Management Response: **Agree**

UNICEF needed to assume that 'harmonisation' here meant geographical convergence, as it was not clear in the report. In this case, the recommendation is good and should be adopted in programming

Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Kelly Ann Naylor

Expected Completion Date: 11/30/2012

Implementation State: Completed

**Action Planned:** Discuss with D9 and EPSP

**Action Taken:** Organisation of retreat

**Supporting Documentation File Attachments :**

[http://usaaapps85.unicef.org/epp/EvaluationTracking.nsf/0/1E9D1316FB9DE83E85257ABB0055AF7A/\\$FILE/Agenda D taill  Atelier 18-22 F vrier.docx](http://usaaapps85.unicef.org/epp/EvaluationTracking.nsf/0/1E9D1316FB9DE83E85257ABB0055AF7A/$FILE/Agenda D taill  Atelier 18-22 F vrier.docx)

[http://usaaapps85.unicef.org/epp/EvaluationTracking.nsf/0/1E9D1316FB9DE83E85257ABB0055AF7A/\\$FILE/Rapport atelier post-certification et harmonisation pas   pas EVA.docx](http://usaaapps85.unicef.org/epp/EvaluationTracking.nsf/0/1E9D1316FB9DE83E85257ABB0055AF7A/$FILE/Rapport atelier post-certification et harmonisation pas   pas EVA.docx)

Action 2

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Kelly Ann Naylor

Expected Completion Date: 6/30/2013

Implementation State: Completed

**Action Planned:** Consider integration of schools and villages for phase 2

**Action Taken:** Discussions on new programme

<b>Evaluation Recommendation or Issue 14</b>
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Improve the process of committee formation by providing training to increase committee accountability

**Management Response: Agree**

Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 8/30/2013

Implementation State: Underway

**Action Planned:** Review training module for committees

**Action Taken:** None

Action 2

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 11/30/2012

Implementation State: Underway

**Action Planned:** Update committee manual

**Action Taken:** None

<b>Evaluation Recommendation or Issue 15</b>
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Develop further training modules for programme stakeholders, including on participatory

**Management Response: Agree**

Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Kelly Ann Naylor

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Develop module for stakeholders

**Action Taken:** Discussions on new programme

### Action 2

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Kelly Ann Naylor

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Develop module for post-certification

**Action Taken:** Discussions on new programme

## Evaluation Recommendation or Issue 16

Encourage assembly of neighbouring committees during VA implementation in order to foster emulation

**Management Response: Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Anne Laure Frouin

Expected Completion Date: 8/31/2013

Implementation State: Underway

**Action Planned:** Document current practice

**Action Taken:** None

## Evaluation Recommendation or Issue 17

Train Schoolchildren's Brigade members and stimulate them with cultural and sporting activities to assist behavior change. Find ways of bringing schools from the same Health Zone together to share ideas and good practice.

**Management Response: Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 12/31/2013

Implementation State: Underway

**Action Planned:** organise events among schools

**Action Taken:** Preparation for next phase

## Evaluation Recommendation or Issue 18

Stimulate female and school leadership in order to improve behavior change sustainability

**Management Response: Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Anne Laure Frouin

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Investigate possibility of female ambassadors for programme

**Action Taken:** None

## Evaluation Recommendation or Issue 19

Make a stonemason available to each village who could also train others in neighbouring villages

Management Response: **Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Boukari Tare

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Develop a manual on stonemason competencies

**Action Taken:** None

## Evaluation Recommendation or Issue 20

Adapt technical installations in schools more to local contexts

Management Response: **Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Develop a technical guide for schools

**Action Taken:** None

## Evaluation Recommendation or Issue 21

Reinforce capacities of NGO and HZ technicians to improve quality of supervision of hardware installations

Management Response: **Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 6/30/2013

Implementation State: Underway

**Action Planned:** Develop a training module on school

**Action Taken:** Discussions about new programme

## Evaluation Recommendation or Issue 22

Build capacity in NGO partners on participatory approaches

Management Response: **Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 12/31/2013

Implementation State: Underway

**Action Planned:** Organise training sessions on EVA strategies and technical approaches

**Action Taken:** Participatory approach testing is underway, training for partners will follow after the testing phase towards the

end of 2013

## Evaluation Recommendation or Issue 23

Rethink the programme's monitoring of hardware installations in order to encourage better quality

**Management Response: Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Gareth Graham

Expected Completion Date: 12/31/2013

Implementation State: Underway

**Action Planned:** Pursue use of national consultants to monitor 3rd party

**Action Taken:** There will be no 3rd party monitoring in 2013 (with the sustainability study taking its place) but it will start in 2014. This is being integrated into the M&E Strategy

### Action 2

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Boukari Tare

Expected Completion Date: 12/31/2013

Implementation State: Underway

**Action Planned:** Make use of SNHR oversight where possible

**Action Taken:** Discussions are underway with SNHR, including on how to integrate their mapping of water points into the national database, and how to complement their water points with hygiene and sanitation elements, to make villages assainis. Coordination will continue throughout 2013

### Action 3

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 12/31/2013

Implementation State: Underway

**Action Planned:** Reinforce technical capacities of SEA and AC

**Action Taken:** This is planned as part of the preparations for phase 2. Trainings won't begin before October 2013 and will be completed for roll out early 2014

## Evaluation Recommendation or Issue 24

Foster coordination between Child Friendly Schools and EA

**Management Response: Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Kelly Ann Naylor

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Improve coordination between

**Action Taken:** Initial conversations with Education

## Evaluation Recommendation or Issue 25

Allow primary schools to influence secondary schools in latrine usage

**Management Response: Agree**



### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 12/31/2017

Implementation State: Underway

**Action Planned:** Disseminate information on latrines to directors of secondary schools

**Action Taken:** None

## Evaluation Recommendation or Issue 26

Investigate involvement of university students on work placement in the programme

**Management Response:** **Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Kelly Ann Naylor

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Step up initiative with ISDR to integrate university students into programme

**Action Taken:** Discussions with ISDR

## Evaluation Recommendation or Issue 27

Allow children to be members of village committees

**Management Response:** **Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 9/30/2013

Implementation State: Completed

**Action Planned:** Integrate one boy and one girl into village committees

**Action Taken:** This action will be integrated.

## Evaluation Recommendation or Issue 28

Organise information and experience sharing initiatives between village committees in order to expand good practice, stimulate inter-community interaction and competition

**Management Response:** **Agree**

### Action 1

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 4/30/2013

Implementation State: Completed

**Action Planned:** Formalise intercommunity interaction

**Action Taken:** This action has been integrated.

## Evaluation Recommendation or Issue 29

Bring together school teachers with village actors in order to synergise competencies

**Management Response: Agree****Action 1**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Paulin Kalonji

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Revise training modules for committees and Parents Committees (COPA) to synergise capacities

**Action Taken:** None

**Evaluation Recommendation or Issue 30**

Improve the integration of women into the programme, starting with committee creation and training schedules, taking into account the availability of women

**Management Response: Agree****Action 1**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Anne Laure Frouin

Expected Completion Date: 9/30/2013

Implementation State: Underway

**Action Planned:** Recruit women as 2nd AC in HZ

**Action Taken:** None

**Action 2**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Anne Laure Frouin

Expected Completion Date: 4/30/2013

Implementation State: Completed

**Action Planned:** Encourage women to assume positions of responsibility in committees

**Action Taken:** This action has been integrated

**Evaluation Recommendation or Issue 31**

Engage more productively with women in villages by exploring and exploiting women's roles and responsibilities in the community

**Management Response: Agree****Action 1**

Office / Section: DR. Congo / Ecole et Village Assaini

Focal Point(s): Anne Laure Frouin

Expected Completion Date: 9/30/2013

Implementation State: Completed

**Action Planned:** Develop targeted approaches to women in villages

**Action Taken:** This action has been integrated.