Evaluation Title: Joint Evaluation of Phase 1 of the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage

Region: Global

Office: Programme Division

Evaluation Year: *2019*

Person-In-Charge for Follow-up to Management Response: Nankali Maksud

Overall Response to the Evaluation: *Include here Senior Management general impression on the process and outcomes of the evaluation, adequacy of evidence collected, and reasonableness of and the concurrence with findings. Were there shortfalls or limitations in the process and/outcomes? Are there any additional insights not articulated in the recommendations?*

The independent Joint Evaluation of the Phase 1 of the UNFPA-UNICEF Global Programme to Accelerate Action to End Child Marriage was undertaken to assess the progress towards results, sustainability of interventions, and programme efficiency and effectiveness to support the design of the second phase of the programme by learning early lessons in joint programme management and implementation. This is the first programmatic joint evaluation of the Global Programme to End Child Marriage, and UNICEF and UNFPA welcome the findings that provide a clear understanding of the progress, good practices and key lessons learned through the implementation of the Global Programme in the 12 countries and 4 regional offices. We agree with the joint evaluation process that was consultative, comprehensive, evidence-based, objective and forward looking, and consider the evidence as adequate in helping us design the second phase of the programme.

Planned Use of Evaluation: *Include here what's the process to facilitate the intended use by the intended users, focusing on how evaluation findings will affect implementation of the programme and contribute to evidence-based decision making*

Programme Division has developed the EMR in consultation with UNICEF, UNFPA and UN Women HQ, Regional and Country offices. These offices will be involved in the implementation of the planned activities. The joint evaluation findings will be disseminated to all our global, regional and country partners. Global products that include a revised programme guidance, a revised global theory of change and results framework including a precis to the evaluation and measurement tools will be outlined in the actions planned and disseminated to all relevant partners.

Allowed Editor: *Include here name/s of person/s who will edit the Management Response in the EMR Tracker*	

RECOMMENDATIONS and ACTIONS:

Evaluation Recommendation or Issue 1: Prioritize normative leadership

1.1. Strengthen and intensify GP focus on multi-sectoral coordination, stakeholder engagement (including CSOs and private sector) and system strengthening support to NAPs (state level, where applicable) including assessing and improving costing methodologies.

1.2. Continue to support the harmonization and adjustments of legal and policy frameworks in favour of adolescent rights (girls and boys) and gender equality.

1.3. Continue/strengthen advocacy for greater resource allocations for NAPs implementation to ensure sustainability and resources for scaling up approaches, including working with Finance Ministries to this end. Elevate a focus on the economic benefits to countries to ECM to spur greater investments. Monitor and evaluate progress.

1.4. Support effective generation/management of administrative data around CM to increase government capacities and provide for better monitoring and targeting.

1.5. Measure programming effectiveness on the basis of how Governments are performing against their own policies and plans (e.g. the extent to which governments dedicate funds to initiatives; the extent to which work is operationally mainstreamed into key sectors such as health, justice, education, social; and the extent to which governments target the most vulnerable girls).

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
1.3.1 Develop in-country monitoring tool for policy and legal frameworks, and budget allocations to child marriage-relevant activities within various sectors	UNICEF and UNFPA NYHQ and ROs	Joseph Mabirizi	December 2019	Underway		
1.4.1 Conduct a landscape analysis and develop guidelines for strengthening the collection of child marriage through national administrative data systems (e.g. CRVs, case management etc.) in targeted countries	UNICEF and UNFPA NYHQ and ROs	Joseph Mabirizi	December 2020	Not started		

Evaluation Recommendation or Issue 2: Expand framework for country contextualization (Theory of Change)

2.1 Allow for a greater degree of country-specific flexibility imbedded within an overarching framework (ToC)

2.2 Countries should continuously deepen their understanding of the underlying determinants of child marriage, drawing upon experiences and learning in the first phase to develop their own ToCs that are embedded within a broader global framework

2.3 Country frameworks should define clear, cost-effective strategies for accelerating and sustaining change based upon improved conceptualization of social/gender change and putting critical mass theory into practice.

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started

					Underway Completed Cancelled		
2.1.1	Refine the Global Theory of Change for Phase 2 based on recommendations from evaluations, assessments, and collective feedback. [also, about operational suggestion 7.2]	UNICEF and UNFPA NYHQ	Nankali Maksud	August 2019	Underway	Draft Programme document with ToC informed by CO/RO consultations at the Design workshop	
2.2.1	Countries develop or refine ToC with partners and identify GP contributions within that. ToCs should identify evidence-based, cost-effective strategies to catalyze results, as well as specific strategies to address targeted populations (with built-in learning components).	UNICEF and UNFPA RO's and COs	Nankali Maksud	October 2019	Underway	All GP countries	
2.3.1	Develop a technical note for a gender transformative approach. .	UNICEF and UNFPA NYHQ, ROs	Sagri Singh/ Helen Belachew	August 2019	Underway	Ongoing work in APRO-ROSA, ASRO-MENA, ESARO and WCARO	

Evaluation Recommendation or Issue 3: Consolidate and strengthen the evidence base and knowledge management

3.1 Ensure formal linkages with key stakeholders through regular dialogue of a reinvigorated Partners Advisory Group (PAG) or alternative structure in the next phase of the programme

3.2 Elevate the profile of the ECM agenda through visibility in on-going forums, capitalizing on new evidence and research as well as support for more learning events and knowledge sharing within and between countries including countries that are not currently part of the programme

3.3 From global and regional level, provide greater guidance to COs to generate research including monitoring of data generation in the next phase with specific focus on targeting and quality assurance

3.4 Focus the final year of Phase 1 in consolidating the learning to date and identifying what defines a joint approach (this may vary by country), what it costs, and what it delivers in terms of results

3.5 Develop a straightforward joint knowledge management strategy at the global level, drawing on the existing strategy, to emphasize learning and action for the next phase. More focus is needed on regional sharing events as well as subject-specific events on key issues such as real time reporting, local governance convergence, social/gender norms, critical mass, masculinities, communication and media, etc. Opportunities should also be expanded for sharing experiences at local levels (provincial, district) within countries. Findings and evidence should be amplified through various media platforms at global, regional and country level.

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons: The Partners Advisory Group (PAG) has been in place since programme inception. This structure has key stakeholders that include Girls Not Brides and convenes regularly via teleconference. Some region offices e.g. ASRO/MENA have a Regional Advisory Forum. As regards to the suggestion for a straightforward joint knowledge management strategy at the global level, a global knowledge management strategy already exists and it is being implemented. Some region offices e.g. ROSA have developed knowledge management strategies aligned to the global strategy, and WCAR is in consultation with the GPSU to develop a strategy as well. However, we acknowledge the presence of competing agency specific knowledge management strategies and we therefore plan to issue a joint protocol on knowledge management.

	Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: **Not started Underway Completed Cancelled**	Actions taken	Supporting documents
3.2.1	Establish a research hub (including an integrated research strategy) to consolidate evidence, ensure quality assurance of research design and execution, and consolidate the research strategy as well as support the knowledge management joint protocol.	UNICEF and UNFPA NYHQ, RO's	Nankali Maksud	June 2020	Underway	Link to ROs (e.g. ASRO/MENA) research reference groups	

Evaluation Recommendation or Issue 4: Define and monitor 'jointness', 'convergence' and 'complementarity'

4.1 Define more clearly programmatic complementarity and geographic convergence at the provincial, district and community levels that takes into account the need to move beyond simple measures of geographical locale to assess and facilitate operational convergence at the lowest levels, and enables COs to move away from parallel programming toward synergistic approaches. Based on these definitions, the Programme needs to generate clearer evidence that illustrates the efficacy of each approach so that future programming and/or scaling up is based on evidence of what works in each context

4.2 Define geographical convergence in a way that furthers the development of models of joint implementation that target girls, boys, families and communities in the same locale, and shows the benefits of this approach.

4.3 Future monitoring frameworks should support the multi-sectoral convergence approach by defining and measuring 'jointness' with indicators around: 1) joint programme design and planning; 2) joint advocacy; 3) coordinated implementation; 4) joint monitoring, evidence generation and reporting of results

Management Response: (Agree, Partially Agree, Disagree): Agree

If recommendation is rejected or partially accepted, report reasons:

	Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: **Not started Underway Completed Cancelled**	Actions taken	Supporting documents
4.3.1	Refine global results framework to include indicators on: improved legal and policy frameworks; ECM tracking into systems outside of the GRF; joint approach; multi-sectorality; convergence; and resource mobilization [also about operational suggestion 1.2, 5.3 and 8.2]	UNICEF and UNFPA NYHQ, ROs	Joseph Mabirizi	August 2019	Not started		

Evaluation Recommendation or Issue 5: Strengthen and contextualize monitoring and reporting systems

5.1 Develop and disseminate cost-effective means of monitoring changes in knowledge, attitudes and practices, as well as changes in social/gender norms including qualitative data and intermediate indicators;

5.2 Offer programmatic guidelines on optimum financial investments in M&E and learning;

5.3 Develop new indicators to monitor integration of CM tracking into systems outside of the GRF such as Country Programme monitoring frameworks, national and lower level administrative systems and other existing Government mechanisms include support to real time tracking.
5.4 Include documentation of unintended consequences (negative and positive in annual reporting).

Management Response: (Agree, Partially Agree, Disagree): Agree
If recommendation is rejected or partially accepted, report reasons:

	Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: **Not started Underway Completed Cancelled**	Actions taken	Supporting documents
5.1.1	Develop a toolkit of qualitative and quantitative research tools and techniques for monitoring changes in knowledge, practices and gender equitable attitudes	UNICEF and UNFPA NYHQ and ROs	Joseph Mabirizi	December 2019	Underway	Annotated Reference guide developed with room for expanding as toolkit with revised RF	
5.4.1	Document unintended consequences, experiences of successful large-scale national level programmes, lessons on joint working and LNOB [also about operational suggestion 3.3 and 7.3]	UNICEF and UNFPA NYHQ and ROs	Helen Belachew	December 2020	Underway	Use guidance note on LNOB being developed by UN Women	

Evaluation Recommendation or Issue 6: Invest in human resources
6.1 Consider human resource requirements for the next phase in a more structured manner that uses guidelines for percent of funds allocated for salaries, and strategic allocation of staff time at different levels/sectors
6.2 Augment the Global Programme Support Unit (GPSU) in the next phase to ensure expertise is in place in line with programme design including the ability to address knowledge management, global advocacy and other issues of programme management.
6.3 Clarify lines of management and technical support between Regional Offices and Headquarters to provide enhanced assistance to COs.

Management Response: (Agree, Partially Agree, Disagree): Partially Agree
If recommendation is rejected or partially accepted, report reasons: Currently, the programme is financially constrained to have dedicated CO and RO staff. In all instances, staff time is dedicated to the GP with no allocation of HR expenditures. A guide in this case is unnecessary. Similarly, the GPSU has approved positions that have not been filled because of the limited financial resources prioritized for programme activities.

	Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: **Not started Underway Completed Cancelled**	Actions taken	Supporting documents
6.3.1	Develop a framework of management and technical support that defines: roles and responsibilities (division of labor), information flows (HQ, regional and country	UNICEF and UNFPA NYHQ and ROs	Helen Belachew	December 2019	Underway		

offices); joint knowledge management and sharing; and complementarity/convergence at all levels [also about operational suggestion 3.4 and 4.1]							

Evaluation Recommendation or Issue 7: Strengthen the programme

7.1 Consider the interaction and balance between different programme outcomes in targeting to ensure rising demands are met with opportunities and services as the programme begins to scale up.[1]

7.2 Systematically involve adolescent boys (including child grooms) and men in interventions at the community level to create a supportive environment for girls' empowerment and foster positive models of masculinity.

7.3 Assess the ability of different approaches (including use of technologies and innovations) to intensify efforts to reach the most vulnerable including out of school girls, girls already married, girls in remote areas, girls with disabilities, etc. to extend successful approaches into more difficult areas/individuals in the next phase bearing in mind the additional human and financial resource needs required to reach those most left behind.

7.4 Ensure programme frameworks guide the prioritization of investment in systems strengthening and accountability, supported by capacity development (including capacities to monitor and analyze critical data) to ensure scalability, sustainability and ownership.

7.5 Ensure linkages are in place to support economic empowerment including skills and employment/income-earning opportunities for adolescent girls and their families to enhance sustainability of decisions to delay marriage.

7.6 Draw on better monitoring of social/gender norms change as well 'critical mass' theory to facilitate transference within and between communities as a scaling up strategy.

Management Response: (Agree, Partially Agree, Disagree): Partially Agree

If recommendation is rejected or partially accepted, report reasons: The GP is already working with men and boys under Outcome 1 (empowering adolescent girls) and Outcome 2 (social and behavior change communication to influence gender and social norms). Outcome 1 is also targeting the most marginalized girls and services include financial literacy and livelihood skills support. A nuanced approach to focus on men and boys will be added to Phase 2 but not as primary beneficiaries, but rather agents of change. Systems strengthening is core to the GP under outcome 3.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: **Not started Underway Completed Cancelled**	Actions taken	Supporting documents
7.1.1 Provide guidance to countries emphasizing interaction between outcomes to ensure that services and demands are addressed holistically including linkages with partners to support economic empowerment, skills development. [also about operational suggestion 7.4]	UNICEF and UNFPA NYHQ	Nankali Maksud	February 2020	Not started		

Evaluation Recommendation or Issue 8: Find funds

8.1 Structure programme design in the next phase according to resource availability and funding environment

---

[1] This does not require that the GP directly funds interventions across all outcomes, but that GP targeting demonstrates consideration of the interaction between outcomes to ensure that services and demands are addressed holistically (regardless of funding source or operational modality for different interventions).

8.2 Ensure predictable funding streams to the extent possible through continued efforts to mobilize resources at all levels						
Management Response: (Agree, Partially Agree, Disagree): Agree						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	**Responsible Office**	**Responsible Person**	**Expected completion date**	**Implementation stage:** **Not started** **Underway** **Completed** **Cancelled**	**Actions taken**	**Supporting documents**
8.1.1 Continue to implement the GP ECM resource mobilization strategy	UNICEF and UNFPA NYHQ	Nankali Maksud	on going	Underway	Ongoing mandate of UNICEF, UNFPA Senior Management	