Evaluation of local capacity building and community empowerment programme in Bangladesh

**Overall Response**

**Overall Response to the Evaluation:** The evaluation team carefully followed the TOR and ensured that evaluation questions were answered with as much evidence as possible. The team carried out multiple data collection efforts, both in Dhaka and in the field, collected secondary data and worked hard to give as much evidence to each finding and recommendation given. Some shortfalls of the evaluation were related with the absence of a baseline or other programme documents that prevented full understanding of the changes generated by the programme over time.

**Planned Use of the Evaluation:** During preparation of the new programme, titled as ‘LGC programme document’ evaluation findings and recommendations were considered with high importance.

**Recommendations and Actions**

**Recommendation #1:**

For the new programme, the evaluation team suggests that UNICEF engages with three distinct stakeholders, i.e., Local Government Institutions, Government Service Providers and community. The four key result areas could be coordination, capacity development, micro-plan development and knowledge management. A result framework may be developed with outputs, outcomes, indicators and assumptions. The evaluation team suggests a specific results framework in the final evaluation report.

**Management Response:** Agree

**Action #1:**

- **Responsible Section:** Field Services
- **Responsible Person:** Shairose Mawji
- **Expected Completion:** 1/31/2018 12:00:00 AM
- **Implementation Stage:** Completed

**Action Planned:** Develop a Result-Framework of new programme.

**Action Taken:** 1. Local Governance for Children (LGC) programme has been developed for its 2nd phase in 2018-20 with detailed results framework with clear outputs, outcomes, indicators and assumptions. 2. Govt has approved the programme document and shared with all relevant partners both at national and sub-national levels.

**Recommendation #2:**

For deciding the Lead Ministry at the national level, we analyzed the interest, authority, capacity and experiences of some key ministries to identify and suggest the most appropriate ministry for the new programme. We suggest that the Ministry of Local Government should be the Lead Ministry for the programme as it has the mandate, interest, resources and experiences to manage similar programmes. But there should be a substantive role for the Cabinet Division as well, as it was involved in the previous programme.
Management Response: **Disagree**

**Reason**

1. Overall goal of LCBCE programme was outlined as improved coordination mechanisms at sub-national level to strengthen monitoring of children’s situation and support local level planning for better results. 2. Sub-national level Chief Executive Officers (Divisional/Deputy Commissioners, UNOs) of government led field implementation who coordinate development programme. As per govt policy, all the officials report to Field Administration Branch of Cabinet Division as the custodian of development coordination. Therefore, Cabinet Division was identified as the most suitable national entity to lead and coordinated LGC programme. 3. There was detail discussion on this recommendation when Evaluation Team presented the key findings to 21-member ‘LCBCE Programme Evaluation Reference Group’ on 18 Dec 2017 at Cabinet Division. Key government officials of the reference group (who directly implemented field programme) explained the features of the programme and implementation strategy with its direct reporting and supervision link/functions with Cabinet Division. 4. Based on the recommendations of periodic programme review meetings, government shifted national coordination functions of LCBCE programme from Economic Relations Division (ERD) to Cabinet Division in July. 5. A National Steering Committee (16-member) has been established on 16 October 2017 as highest ‘Coordinating Body’ consists of ten (10) ministries and two (2) national training institutes is providing overall guidance and strategic directions. This Committee is fully functional.

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**Recommendation #3:**

At the national level, a Programme Director should lead the programme and supported by a Programme Management Unit and include specialists with technical, financial and M&E background. The specific proposed schema can be found in the final evaluation report.

**Management Response: Partially Agree**

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**Recommendation #4:**

Work with and strengthen the existing coordination mechanism of the government and bring in focus in terms of child focused planning, implementation and monitoring.

**Management Response: Agree**

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**Action #1:**

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<td>Responsible Person:</td>
<td>Shairose Mawji</td>
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<td>Expected Completion:</td>
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<td>Implementation Stage:</td>
<td>Underway</td>
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**Action Planned:** Strengthen existing coordination mechanism and bring attention to child-focused programme planning, implementation and monitoring has identified as key areas of new LGC programme.

**Action Taken:**

1. Specific activities included in the workplan. 2. On-going partnership with Bangladesh Public Administration Training Centre (BPATC) sensitizing hundreds of new and in-service officials on the situation and rights of children. 3. Partnership with National Institute of Local Governance (NILG) will be optimally used for this capacity building initiative.

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**Recommendation #5:**

Develop a strong strategy for capacity development. Develop cadre of master trainers or resource persons at UP and Upazila level and include elected representatives (male and female), office bearers like UP Secretary, government line departments and prominent social workers. Have a long-term plan for training and retraining the cadre. Develop manuals and guidelines for capacity development. Decentralise training with multiple training agencies. Collaborate with line departments and deliver the training through them.

**Management Response: Agree**

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**Action Planned:** Develop strategy on capacity building for sectoral officials for better planning for children.

**Action Taken:**

1. Specific activities included in the workplan. 2. On-going partnership with Bangladesh Public Administration Training Centre (BPATC) sensitizing hundreds of new and in-service officials on the situation and rights of children. 3. Partnership with National Institute of Local Governance (NILG) will be optimally used for this capacity building initiative.
Recommendation #6:
Engage with the community and mobilise them for strengthening the demand for entitlement and services. Work with community institutions, NGOs and other civil society organisations to achieve this. Generate financial assistance and implement small child-focused programmes, at the union level, as model demonstration sites. Integrate the Children’s Equity Profile as an integral part of union-level planning process.

Management Response: Agree

Action #1:
- Responsible Section: Field Services jointly with C4D
- Responsible Person: Shairose Mawji
- Expected Completion: 12/31/2019 12:00:00 AM
- Implementation Stage: Underway

Action Planned: Engage with the community and mobilize them for strengthening the demand for entitlements and services.

Action Taken: Workplan of new LGC programme included; 1. Bottleneck analysis on coverage of basic social services. 2. Capacity development of officials on community participation/engagement in development discussions and planning.

Recommendation #7:
Develop a robust MEL system focusing on outcomes and learning. A programme like LCBCE is important for government, LGIs, line departments, donors and for UNICEF. Involve line departments at the union level in data collection, aggregation, analysis and use. Train departments and elected representatives in data analysis and use. Digitise data entry and management at UP level, link to National Data Bases.

Management Response: Agree

Action #1:
- Responsible Section: Field Services
- Responsible Person: Shairose Mawji
- Expected Completion: 12/31/2018 12:00:00 AM
- Implementation Stage: Underway

Action Planned: Develop a robust MEL system focusing on outcomes and learning.

Action Taken: 1. New LGC programme has developed a M & E Framework shows expected outcomes. 2. Programme strategy included involvement of line/sectoral staff/officials in collection of data and analyze situation of children.

Recommendation #8:
Partner with relevant ministries at national level for strengthening synergy, other training institutions to decentralize training effort (like Rural Development Academy and Bangladesh Academy for Rural Development), community institutions and civil society organisations for strengthening participation and other similar programmes for knowledge sharing.

Management Response: Agree

Action #1:
- Responsible Section: Field Services
- Responsible Person: Shairose Mawji
- Expected Completion: 6/30/2019 12:00:00 AM
- Implementation Stage: Not Started

Action Planned: Partner with relevant ministries at national level for strengthening synergy, engagement with other training institutions (i.e. Rural Development Academy at Bogra, Comilla) to decentralize training efforts.

Action Taken: 1. New partnership discussion started with Bangladesh Scouts to support/strengthen your groups in Bangladesh. 2. Discussion with BPATC started to use its Regional Centres for training at field level.