Evaluation Management Response & Tracking System

Evaluation

Previewed Date 9/10/2018
Evaluation Title Outcome Evaluation of the Education Capacity Development Partnership Fund (CDPF) Phase I and II
Evaluation Year 2018
Evaluation Report Sequence Number 2018/002
Region EAPR
Office Cambodia
Person In Charge For Follow Up to Management Response Katheryn Bennett

Overall Response

Overall Response to the Evaluation: The CDPF evaluation report is useful and highly relevant to current and future UNICEF programming on systems strengthening in the education sector at national and sub-national levels. UNICEF acknowledges the use of an effective research methodology (mixed methods approach) for the evaluation, given the complexity of the programme. The evaluation provides uses a variety of tools to unpack and evaluate the interventions of the programme that support diverse set of goals of different departments within MoEYS, at different levels of administration, through a variety of activities. There was significant involvement of various stakeholders in the review and finalization of the evaluation report, which included government partners at MoEYS, non-government implementing partners like VSO and CARE, the donors of CDPF, and UNICEF colleagues at national and regional levels across various functions (education, evaluation, programme effectiveness etc). All the findings and recommendations were discussed at length in various forums including the CDPF Steering Committee meetings to inform the design and programmatic changes for the third phase of CDPF.

Planned Use of the Evaluation: This evaluation has been used to inform the design of Phase III of CDPF and to provide lessons learned for other similar programmes within Cambodia and world-wide. The evaluation will be used as an advocacy tool for MoEYS, through its senior leadership to continue to prioritize capacity development for the education sector in the medium to long term, and to emphasize on building sub-national-level capacities which will lead to improved education service delivery. It will also be used to engage with other development partners in the sector, and to encourage more partners to align support to priority areas related to capacity development.

Recommendations and Actions

Recommendation #1:
Ensure continued relevance and alignment of CDPF with Royal Government of Cambodia and MoEYS policies as well as international development partners’ strategies

Management Response: Agree

Action #1:
Responsible Section: Education Section
Responsible Person: Rasika Sridhar Sethi
Expected Completion: 12/31/2019 12:00:00 AM
Implementation Stage: Not Started

Action Planned: Development of the Capacity Development Master Plan (CDMP) for the education sector, which is closely aligned with the new Education Strategic Plan of MoEYS (2019-2023)

Action Taken: The activity has not started yet.

Action #2:
**Action Planned:** Reduced emphasis on institutional and individual level capacity development and increased emphasis on organizational capacity development in the activities supported in CDPF Phase III, deploying alternate capacity development approaches such as coaching/mentoring, action research etc

**Action Taken:** CDPF Phase III medium term and annual work plans, CDPF annual reports on progress, MoEYS endorsed Capacity Development Master Plan (2019-2023), national and sub-national education strategic plan (2019-2023) and annual operating plans of MoEYS

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**Action #3:**

**Responsible Section:** MOEYS national and sub national entities  
**Responsible Person:** Rasika Sridhar Sethi  
**Expected Completion:** 12/31/2019 12:00:00 AM  
**Implementation Stage:** Underway

**Action Planned:** Continued incorporation of CDPF Phase III supported activities in national and sub-national annual operating work plans in 2019 and 2020, leveraged with other sources of funding included MoEYS PB budget

**Action Taken:** CDPF Phase III medium term and annual work plans, CDPF annual reports on progress, MoEYS endorsed Capacity Development Master Plan (2019-2023), national and sub-national education strategic plan (2019-2023) and annual operating plans of MoEYS

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**Recommendation #2:**

Develop a comprehensive capacity development approach to CDPF

**Management Response:** Agree

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**Action #1:**

**Responsible Section:** CDPF implementing partners  
**Responsible Person:** Kimlong Sain  
**Expected Completion:** 6/30/2018 12:00:00 AM  
**Implementation Stage:** Completed

**Action Planned:** Implementation of work planning process with MoEYS to identify core areas or ‘packages’ of work that contain a suite of large activities to be delivered over the medium term (2018-2021) in CDPF Phase III, operationalized through annual work plans that are approved by the Fund’s steering committee

**Action Taken:** CDPF Phase III medium term and annual work plans, CDPF annual reports on progress, MoEYS endorsed Capacity Development Master Plan (2019-2023), VSO annual reports, Education Congress reports, Sub-technical working group reports on PFM etc

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**Action #2:**

**Responsible Section:** CDPF implementing partners  
**Responsible Person:** Rasika Sridhar Sethi  
**Expected Completion:** 3/31/2020 12:00:00 AM  
**Implementation Stage:** Underway

**Action Planned:** Inclusion of areas of work in CDPF Phase III medium-term and annual work plans that emphasize utilization of data from information systems (EMIS, HRMIS, FMIS, QEMIS, learning assessment data etc) with prioritization of sub-national MoEYS staff to inform policy and decision making

**Action Taken:** Underway

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**Action #3:**

**Responsible Section:** CDPF implementing partners  
**Responsible Person:** Rasika Sridhar Sethi  
**Expected Completion:** 3/31/2020 12:00:00 AM  
**Implementation Stage:** Underway

**Action Planned:** Inclusion of areas of work in CDPF Phase III medium-term and annual work plans that promote results-based planning and budgeting methodologies, including those promoting gender sensitivity, and ongoing support to MoEYS’ public financial...
management and planning reform initiatives

**Action Taken:** Underway

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**Action #4:**

- **Responsible Section:** CDPF implementing partners (DGPP, VSO)
- **Responsible Person:** Rasika Sridhar Sethi
- **Expected Completion:** 3/31/2020 12:00:00 AM
- **Implementation Stage:** Underway

**Action Planned:** Inclusion of areas of work in CDPF Phase III medium-term and annual work plans where DGPP aim to strengthen capacities of POEs, DOEs and schools to conduct consultative, participatory and inclusive planning processes, with complementary on-the-ground coaching and mentoring by VSO

**Action Taken:** Underway

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**Recommendation #3:**

Functional review of district level structures and entities in education delivery

**Management Response:** Partially Agree

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**Action #1:**

- **Responsible Section:** CDPF implementing partners
- **Responsible Person:** Kimlong Sain
- **Expected Completion:** 12/31/2019 12:00:00 AM
- **Implementation Stage:** Not Started

**Action Planned:** Technical and financial assistance from CDPF Phase III for MOEYS to conduct a functional review of entities at the central level

**Action Taken:** Not started

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**Recommendation #4:**

Provide effective assistance to district level actors, particularly in remote areas

**Management Response:** Agree

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**Action #1:**

- **Responsible Section:** CDPF implementing partners, IIEP (for technical assistance)
- **Responsible Person:** Rasika Sridhar Sethi
- **Expected Completion:** 3/31/2020 12:00:00 AM
- **Implementation Stage:** Not Started

**Action Planned:** Prioritization of CDPF interventions in high-need areas and rural/remote areas by implementing partners in Phase III, by using training needs assessments and other geographic targeting criteria to identify stakeholders/beneficiaries for capacity development interventions

**Action Taken:** Not started

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**Action #2:**

- **Responsible Section:** CDPF implementing partners, MoEYS, other development partners contributing to SBM efforts
- **Responsible Person:** Rasika Sridhar Sethi
- **Expected Completion:** 3/31/2020 12:00:00 AM
- **Implementation Stage:** Not Started

**Action Planned:** MoEYS attainment of result-based indicators related to GPE3 variable grant (efficiency component). These indicators require MoEYS to prioritize school based management initiatives in the lowest performing geographic areas, and to strengthen school director and school management capacities

**Action Taken:** Not started

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**Action #3:**
**Action Planned:** Revision of School improvement fund manual (SIF) by Department of Finance that allows for school funding budget lines and funds to become more flexible in providing effective responses to specific local contexts and needs

**Action Taken:** Underway

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**Action #4:**

Responsible Section: CDPF Secretariat
Responsible Person: Kimlong Sain
Expected Completion: 12/31/2018 12:00:00 AM
Implemention Stage: Not Started

**Action Planned:** Establishment of an internal monitoring indicator for UNICEF to track the extent of CDPF Phase III support that is directed to human resource development activities at sub-national level (direct and indirect support)

**Action Taken:** Not started

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**Recommendation #5:**

Develop a comprehensive monitoring and evaluation (M&E) system with appropriate outcome indicators, baselines and targets for capacity development at institutional, individual and particularly organizational level

**Management Response:** Agree

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**Recommendation #6:**

Develop timely and appropriate exit and transfer strategies for CDPF to ensure longer-term continuation and sustainability of capacity development in the education sector

**Management Response:** Agree

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**Action #1:**

Responsible Section: CDPF Secretariat (UNICEF/DGPP) with technical assistance from IIEP
Responsible Person: Rasika Sridhar Sethi
Expected Completion: 12/31/2019 12:00:00 AM
Implemention Stage: Not Started

**Action Planned:** Development of a realistic and achievable M&E plan for CDPF Phase III to enable the impact of investments made through CDPF Phase III to be measured both by UNICEF, as CDPF fund manager, and by relevant areas of the Ministry of Education Youth and Sport (MoEYS), at national and sub-national levels

**Action Taken:** Not started

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**Action #2:**

Responsible Section: CDPF Secretariat (UNICEF/DGPP) with technical assistance from IIEP
Responsible Person: Kimlong Sain
Expected Completion: 3/31/2020 12:00:00 AM
Implemention Stage: Not Started

**Action Planned:** Alignment of the CDPF Phase III M&E Plan with the results framework of the revised Capacity Development Master Plan (2019-2023), resulting in a more tightly focused CDPF action

**Action Taken:** Not started

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**Action #1:**

Responsible Section: CDPF Secretariat
Responsible Person: Rasika Sridhar Sethi
Expected Completion: 3/31/2020 12:00:00 AM
Implemention Stage: Underway

**Action Planned:** Continued efforts to promote strong government ownership under Phase III, through tightly aligning CDPF-funded work with MoEYS capacity-building priorities, including to core planning, management and budgeting processes

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Action #2:
Responsible Section: CDPF Secretariat
Responsible Person: Rasika Sridhar Sethi
Expected Completion: 3/31/2020 12:00:00 AM
Implementation Stage: Underway

**Action Planned:** Continued advocacy efforts in CDPF Steering Committee meeting discussions and other sector coordination forums for MoEYS to increase the non-wage recurrent budget component to enable greater availability and prioritization of budget resources for ongoing capacity-building work

**Action Taken:** Not started

Action #3:
Responsible Section: CDPF Secretariat
Responsible Person: Rasika Sridhar Sethi
Expected Completion: 3/31/2020 12:00:00 AM
Implementation Stage: Underway

**Action Planned:** Programmatic adjustments in Phase III of CDPF on use of delivery modalities for capacity development, including provision of on-demand professional mentoring of central and sub-national-level education personnel that complement traditional cascade training approaches

**Action Taken:** CDPF Phase III Work Plan, CDPF Steering Committee meeting reports, Joint Technical Working Group Reports

Action #4:
Responsible Section: CDPF Secretariat
Responsible Person: Rasika Sridhar Sethi
Expected Completion: 3/31/2020 12:00:00 AM
Implementation Stage: Underway

**Action Planned:** Programmatic adjustments in CDPF Phase III to draw upon the service of a diverse range of capacity development providers. Greater emphasis will be placed on the use of national and regional providers, which will not only enable a deepening of institutional linkages and relationships, but will also strengthen sustainability, as unit costs from these providers should be more realistic for MoEYS to take on

**Action Taken:** CDPF Phase III Work Plan, CDPF Steering Committee meeting reports, Joint Technical Working Group Reports

Recommendation #7:
More attention to gender balance and mainstreaming in education delivery

**Management Response:** Agree
Recommendation #8:
Build leadership capacities of POEs and DOEs in multi-stakeholder coordination

Management Response: Agree

Action #1:
Responsible Section: UNICEF Education, NEP
Responsible Person: Rasika Sridhar Sethi
Expected Completion: 12/31/2018 12:00:00 AM
Implementation Stage: Not Started

Action Planned: Conduct partnership review of current UNICEF-NEP partnership and identify concrete actions to strengthen ESWG functioning at sub-national level, to be reflected in the future partnership agreement with NEP

Action Taken: Not started

Action #2:
Responsible Section: CDPF implementing partners
Responsible Person: Rasika Sridhar Sethi
Expected Completion: 3/31/2020 12:00:00 AM
Implementation Stage: Underway

Action Planned: Continued support to DGPP with concrete activities in the CDPF medium term and annual work plans that aim at improving stakeholder coordination at sub-national levels, especially JTWG functionality

Action Taken: UNICEF-NEP Programme Cooperation Agreement, CDPF Phase III medium term and annual work plans