



WCARO EVALUATION TECHNICAL NOTE #1

**How to Identify, Present and
Disseminate the “COVID-19 Response
Lessons Learned”
(Including Lessons Learned Template)**

1. INTRODUCTION

This **WCARO Evaluation Technical Note** on the COVID-19 Response Lessons Learned (including the Template on how to Present the Lessons Learned) was developed by the Evaluation Unit of the UNICEF Regional Office (RO) for West and Central Africa (WCARO) in May 2020 to respond to the need for a more systematic documentation and sharing of Lessons Learned during the COVID-19 response across the region. In particular, the development of this Evaluation Technical Note was spurred by the discussions held within the three COVID-19 Response Evaluation Working Groups set-up by the Regional Office (on average, each one of three group benefits from the active participation of a dozen Country Offices (CO). In addition, this Evaluation Technical Note heavily builds on the content of another WCARO Evaluation Technical Note: the “**Crowdsourced Synthesis of Lessons Learned during past crisis response including COVID-19**”.

This Technical Note is specifically aimed at UNICEF CO and RO staff (both within and outside of the region) as well as other in-country COVID-19 response stakeholders who intend to (as in a sort of theory of change):

- Strengthen the effectiveness of their COVID-19 response;
- by improving their capabilities to better capture their operationally and programmatically relevant experiences and document what works and what does not about the COVID-19 response;
- through the identification, presentation and dissemination of Lessons Learned.

The Template presented in this Evaluation Technical Note is expected to facilitate CO and partners’ efforts across the region to better document and share their respective Lessons Learned during the COVID-19 response. Once identified, the Lessons Learned will need to be shared with the WCARO Evaluation Unit (mtarsilla@unicef.org), which, in turn, will include them in the “**Crowd-sourced Synthesis of Lessons Learned during the response to**

both COVID-19 and other past crises” that it developed in May 2020. It is important to note that, given the global scope of the Crowdsourced Synthesis, the Template presented here could be used by CO and in-country partners both within and outside of the West and Central Africa Region. However, the Lessons Learned suggested by readers could be only integrated into the text of Crowdsourced Synthesis if they meet three key criteria:

- They are relevant to the “crisis response” focus of the synthesis;
- They are “evidence based”;
- The related sources are “adequately referenced”.

2. WHY DO LESSONS LEARNED REALLY MATTER AT A TIME OF COVID-19?

The timely documentation of Lessons Learned during the COVID-19 response, which this Evaluation Technical Note and the Crowdsourced Synthesis aim to promote, would allow attaining three key objectives:

1. **It will provide a unique entry point for collaborative thinking** about what works and what doesn’t in conceptualizing and rolling a crisis response in a variety of settings;
2. **It will consolidate knowledge that is strategically and operationally relevant to the COVID-19 response but that is often scattered across hundreds of documents and websites** and that is, therefore, not always readily available for use whenever the need arises;
3. **It will do justice to the wealth of experience possessed by a variety of actors** (e.g. CO staff and civil society organizations) that, despite their involvement in a crisis response, do not always document their lessons Learned in official publications

3. WHAT ARE LESSONS LEARNED?

According to the definition the Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC), Lessons Learned are “Generalizations based on evaluation experiences with projects, programmes, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact”.

A Lesson Learned is a piece of **Knowledge that can be applied to future action(s). Lessons could be learned directly** (based on some personal experiences) or indirectly (e.g. through the review of existing literature, be that peer-reviewed or gray). To this end, the screening of current and past experiences (either one’s own or others’) is a preliminary first step. However, not every past experience is a Lesson Learned. There are some specific attributes that could be ascribed to a Lesson Learned for it to become described as such. Below are few examples of typologies of Lessons Learned¹:

- Evaluation findings and conclusions that attest repeating patterns across a variety of projects/programs and not merely within the scope of one single project/program);
- Evidence-based statements that refine or add to commonly accepted understanding of phenomena and that are not merely a repetition of common knowledge and that apply to a variety of time and settings (normally included in the section on “Lessons Learned” found in evaluation reports, as per the GEROS as well as UNEG and OCDE evaluation standards);
- Practical wisdom and experience developed by practitioners during the exercise of their professional functions (both at the centralized

and decentralized level, including in the field) ;

- Direct Experiences reported by program participants/clients /intended beneficiaries, including those pertaining to unexpected/unintended outcomes of the COVID-19 response ; and
- Cross-disciplinary connections and patterns.

Below are some additional typical features of Lessons Learned:

- Lessons Learned are generally grounded in their context (the conditions under which the Lessons Learned are developed need to be clearly defined) in order to better assess their respective applicability to other settings than those where they were originally identified;
- The description of a Lesson Learned always clarifies by whom the Lesson has been Learned and how the identified Lesson Learned connects with other lessons both from the present and the past;
- For continuous and systemic organizational learning, the results of the application of the identified Lessons Learned to different contexts should be tested and their relevance verified;
- Lessons Learned Focus on behaviors or tactics that are successful or problematic, rather than people who are successful or problematic.
- Lessons Learned are different than Good Practices (see Table 1).

¹ Source: Adapted from Patton, M.Q. Evaluation, Knowledge Management, Best Practices, and High-Quality Lessons Learned” in American Journal of Evaluation 2001; 22; 329. DOI: 10.1177/109821400102200307

Table 1: Difference between Lessons Learned and Good Practices

LESSONS LEARNED	GOOD PRACTICES
<p>Lessons Learned are a key outcome of evaluations as well as other exercises with an evaluative or reflective perspective. Lessons Learned are concerned with determining not only what went well, not so well, and what could have been done differently, but also by how much and to what extent</p>	<p>Good practices could be identified during implementation and make the object of ad hoc reviews. However, the credibility of each one of the identified Good Practices (including the very definition of “good practice” will very much depend on the degree of evidence (including evaluative evidence) on which it rests</p>
<p>Lessons Learned pertain not only on what works but also what doesn’t work and should be fixed</p>	<p>Good Practices pertain only to what works</p>
<p>Lessons Learned are grounded on repeating patterns across sites within the same project and/or programs, including in different contexts</p>	<p>Good Practices mainly pertain to a specific activity/intervention in a precise context</p>
<p>Lessons Learned emerge from working with or solving real-world problems. Lessons learned document identified problems and how to solve them</p>	<p>Good Practices are recognized as improving the performance and efficiency of organizations in specific areas</p>
<p>Lessons Learned are experience-based generalizations and, therefore, are less reactive to changes based on the continuous evolution of specific contextual factors</p>	<p>The degree of relevance of a good practice to a particular situation will depend on a variety of socio-cultural factors, the stage of program development, the resource availability and other specific elements. Therefore, Good Practices constantly change with socio-economic changes at the local and international level and need continual updating as new performance data become available.</p>

Table 1 continued...

LESSONS LEARNED	GOOD PRACTICES
<p>Lesson Learned are experiences captured and shared to:</p> <ol style="list-style-type: none"> 1. preclude repetition of certain intervention (in case of identified failures); and 2. promote changes in existing practices without having necessarily a specific new practice in mind 	<p>Good Practices are captured and shared to promote the repetition, replication or scale up of a given work practices or innovation (or the related business model). Good Practices could also be the object of further evaluations in case the evidence on which they are based, is not deemed to be sufficiently solid.</p>
<p>Lessons Learned can include recommendations about WHAT to do/avoid or HOW to do/avoid</p>	<p>Documents on Good Practices usually include recommendations on how to replicate the identified Practices.</p>
<p>Lessons Learned are broad in scope and cover a variety of interventions, including the causal pathways and hypotheses underlying the interventions</p>	<p>Good Practices are mostly about processes and methods</p>
<p>Lessons Learned are more widely applicable than sector-specific recommendations</p>	<p>Good Practices are generally sector-specific and it is recommended that they be replicated/scaled-up within clearly defined settings</p>
<p>Because of their relatively large degree of applicability, Lessons Learned are expected to be disseminated widely amongst large audiences.</p>	<p>Because of their relatively technical nature and more limited scope, Good Practices are expected to be disseminated amongst more specialized audiences (e.g. a WASH Good Practice is expected to be disseminated primarily amongst WASH colleagues. The audience may vary depending of the cross-sectoral linkages inherent to the Good Practice in question)</p>

4. HOW TO IDENTIFY LESSONS LEARNED?

The modalities to identify Lessons Learned will vary depending on whether the Lessons have already been learned and documented (e.g. in a peer-reviewed article or an evaluation report) or is yet to be documented. Below is a more detailed description of each one of the two modalities:

MODALITY 1

Synthesising Lessons Learned **Already** Documented

In this first case, the role that UNICEF CO or partners could play is to conduct a Synthesis of Lessons Learned that are already presented in articles and reports pertaining to any given national COVID-19 response. The overall exercise will consist of the five following phases:

Purpose Setting

- Clarify where the need for Lessons Learned on the COVID-19 response comes from (e.g. who are the response stakeholders -internal and external to UNICEF- who have manifested such need, and on what occasion);
- Identify the in-country stakeholders (including local research institutions) who could contribute to the documentation of Lessons Learned and clarify their respective role and responsibility (funding, contributing articles and reports that will be considered for inclusion in the Synthesis, making some of their staff available to undertake the review);
- Establish a timeline for the production of the draft and final version of the Synthesis of Lesson Learned;
- Envisage the modalities to enhance the regular update of the publication;
- Develop an engagement strategy for the whole duration of the exercise and make arrangements for the timely dissemination of the final results.

Search

- Identify the thematic scope of the Lessons Learned (should the Lessons Learned be Sector-specific or multi-sectoral? Should the Lessons Learned pertain to sector or rather to one or more cross-cutting issues, such as Gender or Sustainability?);
- Identify the geographic scope of the Lessons Learned (Have the Lessons been learned at and are they applicable to the national or sub-national levels or both?);
- Identify the phase of the response which the Lessons Learned should focus on (planning, implementation, monitoring, reconstruction, recovery? etc.);
- Identify the nature of the literature to be included in the Synthesis (peer-reviewed articles and specialized grey literature or both?);
- Establish the search period (e.g. one could decide that all articles/reports taken into consideration be published between 2012 to 2020);
- Establish the databases and evidence repositories from where the articles/reports will be extrapolated: (e.g., the Crowdsourced synthesis conducted by WCARO Evaluation relied on a dozen databases, including the following ones: <https://www.alnap.org/help-library>; EBSCO Discover service; www.reliefweb.org; www.unicef.org; [https:// www.WHO.int](https://www.WHO.int); however, it is expected that CO use national resources, including databases made available by national government entities and local media);
- Once the review sources are identified, decide which search key words to use in

order to identify the articles/report that would be considered for inclusion in the Synthesis. This may include the following: “Lessons Learned COVID-19”; “COVID-19; Community Engagement AND outbreak”, “Community Engagement AND crisis”, “Gender AND COVID-19”, and “Gender AND crisis”.

Selection and Scanning

- For each one of the search terms, decide how to proceed with the scanning of the results yielded by the search engine, decide what your sample will be (will you go through all of them or rather select the first 50 or 100?);
- Once you have decided your sample size, scan the title and content of all retained articles/reports and decide to include only a few sub-sets of them in the final version of your Synthesis, based on some specific criteria;
- At a minimum, ensure that the articles/reports retained for your Synthesis do include Lessons Learned that: (i) meet the definition of Lessons Learned (see the earlier section of this Evaluation Technical Note); (ii) are relevant to UNICEF’s work; (iii) are not duplicates of Lessons Learned discussed in other articles and reports already reviewed;
- For each one of key Lessons Learned included in the publication, conduct an analysis and summary.

Analysis and Visualization

Each one of the Lessons Learned presented in your Synthesis should be introduced by a summary table covering a number of areas, including the source (title of the related article/report, date and corresponding hyperlink), the type of response/crisis which the lessons Learned is linked with, the specific sector(s) which the Lesson Learned is applicable to; and any transversal theme related to the Lesson Learned in question. Each one of the identified

Lessons Learned should also be accompanied by a relatively succinct description (average length: 1 page). For more details see Section 5.

Storage

Once identified, the Lessons Learned will need to be shared with the WCARO Evaluation Unit (mtarsilla@unicef.org), which, in turn, will include them in the “**Crowd-sourced Synthesis of Lessons Learned during the response to both COVID-19 and other past crises**” that it developed in May 2020. It is important to note that, given the global scope of the Crowdsourced Synthesis, the Template presented here could be used by CO and in-country partners both within and outside of the West and Central Africa Region. However, the Lessons Learned suggested by readers could be integrated into the text of Crow-sourced Synthesis only if they meet three key criteria:

- They are relevant to the “crisis response” focus of the synthesis;
- They are “evidence based”;
- The related sources are “adequately referenced”.

In addition, for a Lesson Learned to be included in the Crowd-sourced Synthesis WCARO Evaluation Unit may contact the individual responsible for the submission of the Lesson Learned for further clarification before inclusion in the Crowd-sourced Synthesis.

MODALITY 2

Documenting **New** Lessons Learned

In the second case, the role that UNICEF CO and partners could play is to hold regular exchanges to better capture their experiential learning pertaining to the COVID-19 response. Overall exercise consists of five following phases (the first phase and part of the second one are similar to those indicated under Modality 1):

Purpose Setting

- Clarify where the need for Lessons Learned on the COVID-19 response comes from (e.g. who are the stakeholders, internal and external to UNICEF, who have manifested such need, and on what occasion);
- Identify the in-country stakeholders (including local research institutions) who could contribute to the documentation/formulation of Lessons Learned and clarify their respective role and responsibility (funding, contributing experiences what could be considered for inclusion in the Synthesis, making some of their staff available to assist with the documentation of the new lessons learned);
- Establish a timeline for the production of one or more documents presenting your identified Lessons Learned (to this end, the title of such documents could be “Lessons Learned Briefs” could be);
- Envisage the modalities to enhance the regular update of the Lesson Learned Brief;
- Develop an engagement strategy for the whole duration of the exercise and make arrangements for the timely dissemination of the final results (the Lessons Learned Brief covering one or more Lessons Learned).

Search

- Identify the thematic scope of the Lessons Learned (should the Lessons Learned be Sector-specific or multi-sectoral? Should the Lessons Learned pertain to sector or rather to one or more cross-cutting issues, such as Gender or Sustainability?);
- Identify the geographic scope of the Lessons

Learned (Have the Lessons been learned at and are they applicable to the national or sub-national levels or both?;

- Identify the phase of the response which the Lessons Learned should focus on (planning, implementation, monitoring, reconstruction, recovery? etc....).

Selection

Select the Lessons Learned based on the following criteria:

- **Relevance:** a Lesson Learned should respond to an internal or external need that can be demonstrated;
- **Targeting:** a Lesson Learned should have a detailed scope (who learned it and to what sector or sectors it is applicable). If the Lesson Learned is too general, it will be difficult to operationalize it and test it over time;
- **Connectivity:** it should be possible to see how the identified Lesson Learned connects with other lessons both from the present and the past;
- A Lesson Learned should be **easy to validate**;
- The **content of the Lessons Learned** would be lost if not converted into a lesson Learned;
- **Strength of the evidence** underlying the Lesson Learned: the greater the number of sources supporting any given “lesson learned,” the more rigorous the supporting evidence, the greater the triangulation of supporting sources, and the more confidence one could have in the significance and meaningfulness of a lesson learned. Lessons Learned with only one type of supporting evidence would be considered a “Lessons Learned hypothesis”

Analysis and Visualization

Each one of the identified Lessons Learned will be introduced by a summary table covering a number of areas, including the source (title of the related article/report, date and corresponding hyperlink), the type of response/crisis which the identified Lesson Learned is linked with, the specific sector(s) which the Lesson Learned is applicable to; and any transversal theme related to the Lesson Learned in question. Each one of the identified Lessons Learned should also be accompanied by a relatively succinct description (average length: 2 pages). For more details, please go to Section 5.

Storage

Once identified, the Lessons Learned will need to be shared with the WCARO Evaluation Unit (mtarsilla@unicef.org), which, in turn, will include them in the **“Crowd-sourced Synthesis of Lessons Learned during the response to both COVID-19 and other past crises”** that it developed in May 2020. It is important to note that, given the global scope of the Crowdsourced Synthesis, the Template presented below (See Annexe 1) could be used by CO and in-country partners both within and outside of the West and Central Africa Region. However, the Lessons Learned suggested by readers could be integrated into the text of Crow-sourced Synthesis only if they meet three key criteria:

- They are relevant to the “crisis response” focus of the synthesis;
- They are “evidence based”;
- The related sources are “adequately referenced”.

In addition, for a Lesson Learned to be included in the Crowd-sourced Synthesis, the WCARO Evaluation Unit may contact the individual responsible for the submission of the Lesson Learned for further clarification before inclusion in the Crowd-sourced Synthesis.

5. HOW TO PRESENT LESSONS LEARNED TO EXTERNAL AUDIENCES: THE COVID-19 RESPONSE LESSONS LEARNED TEMPLATE

The Template presented in this section is expected to help UNICEF CO staff as well as other in-country stakeholders to better document their Lessons Learned during the COVID-19 response (for a ready-to-use version of the Template, go to Annexe 1). As already mentioned in the earlier section, the Template consists of two parts:

- An introductory Summary Table
- A more detailed description of the Lessons Learned

SUMMARY TABLE

Each one of the identified Lessons Learned will be introduced by a summary table (see below) covering a number of areas, including the source (title of the related article/report, date and corresponding hyperlink), the type of response/crisis which the identified Lesson Learned is linked with, the specific sector(s) which the Lesson Learned is applicable to; and any transversal theme related to the Lesson Learned in question (see below).

Table 2: Example of an Introductory table for each one of the Lessons Learned presented in your Lessons Learned Brief or Synthesis of Lessons Learned

Title and Date of the Source with related hyperlink when available (the source may include the following: evaluation reports, peer-reviewed articles, websites, or direct experiences captured by simply discussions/meetings amongst UNICEF CO staff and other partners)	
Context of the crisis during which the Lesson was learned (crisis and country)	COVID-19
Phase of the Project Cycle to which the Lessons Learned is applicable to (planning, implementation, monitoring, evaluation etc..)	
Sector(s) to which the Lesson Learned is applicable to (WASH, Health, ...or ALL sectors)	
Transversal Theme(s) to which the Lesson Learned is applicable to (Gender, Coordination, Sustainability, etc...)	

Each one of the identified Lessons Learned should also be accompanied by a relatively succinct description (average length: 2 pages). For more details, please see the Description Table below.

DESCRIPTION TABLE

In order to describe a Lesson Learned, a certain number of information will need to be provided. For the ease of the user, the Description Table below groups such information under different headings. Users interested in providing a description of their Lessons Learned will be encouraged to add the requested information under each field. In order to facilitate the task, a brief guidance text in italic is provided for each field. The Description Table presented here may need to be adapted for use according to the user's specific needs (e.g. some additional fields may be added). Overall, Lessons Learned should feature the following characteristics:

- Well designed;
- Developed to achieve a set of well-defined learning goals;
- Adaptable to a particular audience;
- Professional in appearance;
- Easy to understand.

Table 3: Description Table

Abstract	Please provide 1-2 short paragraphs to provide a brief overview of: <ul style="list-style-type: none"> • The context where the Lesson/s Learned (positive or negative) originated • Why the Lesson(s) Learned are important (what is the value added to the current COVID-19 response)
Issue (Background)	Briefly describe (2 paragraphs max) the specific phase of crisis which the identified Lesson Learned applies to and the problem issue which the Lesson Learned will allow addressing
What worked well and did not work so well	Please provide 5-7 bullet points describing in summary the specific strategically and programmatically relevant attributes of the identified Lesson(s) Learned, including: <ul style="list-style-type: none"> • Information on what worked (success factors) • Information on what didn't (challenges) • Information on what could be done differently to get the greatest benefit from the identified Lessons Learned
Specific contribution to the COVID-19 response	<ul style="list-style-type: none"> • In summary (2-3 paragraphs), describe how this Lessons Learned has contributed or is expected to contribute to the strengthening of the COVID-19 response (to this end, please make reference to the COVID-19 Response Theory of Change and indicate the level of the Lessons Learned contribution: outputs, outcome or impact) • Highlight any changes introduced (or likely to be introduced) in the COVID-19 response as a result of the identified Lessons Learned • Please make sure to indicate all available evidence (qualitative and/or quantitative evidence) that could support your statements.
Potential future application	<ul style="list-style-type: none"> • Please describe (1-2 paragraphs) the potential application of the identified Lesson Learned to other settings than the one where it was originally identified (e.g. a Lessons Learned identified at the local level could be applied regionally or nationally; likewise, Lessons Learned identified in the WASH sector in an urban area could apply to a WASH intervention in a rural setting or to a different sector (C4D, Health, etc..) • Clearly indicate what are the issues that need to be considered during future applications of the identified Lesson Learned
Contact person	<ul style="list-style-type: none"> • Please provide the name, title and e-mail address of a person who can be contacted for any questions regarding the Lesson(s) Learned.

6. HOW TO ENSURE THE EFFECTIVE DISSEMINATION OF LESSONS LEARNED

Once identified, Lessons Learned could be disseminated by taking the following steps:

- CO and RO section are encouraged to share their Lessons Learned Brief (for new Lessons Learned) or their Synthesis of Lessons Learned (for past Lessons Learned) with WCARO Evaluation for review before inclusion in the Crowdsourced Synthesis of Lessons Learned on COVID-19;
- Before publication in the Crowdsourced Synthesis, WCARO Evaluation will coordinate with other sections of interest at the Regional Office for technical feedback and will provide CO with the necessary technical feedback that should be integrated in the brief for public inclusion in the Crowdsourced Synthesis and wider dissemination;
- CO should email the Lessons Learned brief(s) (validated by the Regional office) with the other colleagues and partners;
- Organize webinars and conferences/events to discuss the Lessons learned by one's own CO and other CO in the region;
- In order to enhance the identification of Lessons Learned on a larger scale and, therefore, promote, wider dissemination of Lessons Learned, it is suggested that the template be integrated in the regular reporting on COVID-19 response progress (Lessons Learned could be documented early, regularly, and consistently by CO on a monthly/quarterly basis and then consolidated in the final annual report);
- Get champions involved in UNICEF CO and Governmental entities for the promotion of Lesson Learned;
- Publish your Lesson Learned in a peer-reviewed academic journal/specialized literature as well as on specialized websites (UNICEF as well as other websites pertaining

to evaluation of the COVID-19 response);

- Consult with the Communication team in your respective Organization and, where possible, get in touch with in-country journalists who are interested in the COVID-19 response and share with them the identified Lessons Learned that made it into the Crowd-sourced Synthesis, so that they could be considered for inclusion in a journalistic piece.

Some quick actions could also be taken to promote a more enabling environment of the production and dissemination of Lessons learned. These include the following:

- Create incentives amongst staff to document Lessons Learned: The documentation of Lessons Learned should become an integral part of everybody's work within a learning organization. Therefore, future Term of Reference (ToR), job description and work plans of selected staff within CO may want to include an activity pertaining to Lessons Learned.
- Lessons Learned rewards may want to be established to recognize the efforts of those staff who have been particularly pro-active in promoting the use of Lessons Learned both within their respective Section and amongst all other staff within their Organization.

7. CONCLUSION

This Evaluation Technical Note has tried to clarify why the identification, documentation and dissemination of Lessons Learned are critical to the strengthening of the COVID-19 response. Far from being described as a purely academic exercise, the consolidation of Lessons Learned on both the current COVID-19 response and other responses to past crises, represents a necessary and pivotal endeavor of true Learning Organizations. Lessons Learned are pragmatic and grounded on real experiences, developed - either directly or indirectly -, by a variety of actors, including those contributing to the COVID-19 response. Lessons Learned are also instrumental in furthering cross-country and cross-sectoral thinking within the scope of the current response.

Thanks to the clarification of key definitions (ex.. what are Lessons Learned and how different they are than Good Practices), the description of the methodology to be used to document Lessons Learned (e.g. through Lessons Learned Brief or Synthesis of Lessons Learned) and the provision of the Template on COVID-19 Response Lessons Learned, this publication calls all COVID-19 response stakeholders to action. That is, to document Lessons Learned and share them with each other, in order to enhance the efficiency and effectiveness of the COVID-19 response. Yet, there are two additional benefits associated with a more systematic identification, documentation and dissemination of Lessons Learned on the COVID-19 response. First, knowledge-sharing on COVID-19 will become more inclusive within and outside of UNICEF, since the wealth of knowledge amongst actors who do not usually publish will be more adequately accounted for. Second, the Synthesis of Lessons Learned will allow the systematization of strategically and operationally relevant knowledge that is often scattered across hundreds of documents and websites and that, therefore, is not always readily available as it should.

ANNEX 1: Template on How to Document the COVID-19 Response Lessons Learned

1. Summary

Title and Date of the Source with related hyperlink when available (the source may include the following: e evaluation reports, peer-reviewed articles, websites, or direct experiences captured by simply discussions/meetings amongst UNICEF CO staff and other partners)	
Context of the crisis during which the Lesson was learned (crisis and country)	COVID-19
Phase of the Project Cycle to which the Lessons Learned is applicable to (planning, implementation, monitoring, evaluation, etc..)	
Sector(s) to which the Lesson Learned is applicable to (WASH, Health, ...or ALL sectors)	
Transversal Theme(s) to which the Lesson Learned is applicable to (Gender, Coordination, Sustainability, etc...)	

2. Description

Abstract	<p>Please provide 1-2 short paragraphs to provide a brief overview of:</p> <ul style="list-style-type: none"> The context where the Lesson/s Learned (positive or negative) originated Why the Lesson(s) Learned are important (what is the value added to the current COVID-19 response)
Issue (Background)	Briefly describe (2 paragraphs max) the specific phase of crisis which the identified Lesson Learned applies to and the problem issue which the Lesson Learned will allow addressing
What worked well and did not work so well	<p>Please provide 5-7 bullet points describing in summary the specific strategically and programmatically relevant attributes of the identified Lesson(s) Learned, including:</p> <ul style="list-style-type: none"> Information on what worked (success factors) Information on and what didn't (challenges) Information on what could be done differently to get the greatest benefit from the identified Lessons Learned
Specific contribution to the COVID-19 response	<ul style="list-style-type: none"> In summary (2-3 paragraphs), describe how this Lessons Learned has contributed or is expected to contribute to the strengthening of the COVID-19 response (to this end, please make reference to the COVID-19 Response Theory of Change and indicate the level of the Lessons Learned contribution: outputs, outcome or impact) Highlight any changes introduced (or likely to be introduced) in the COVID-19 response as a result of the identified Lessons Learned Please make sure to indicate all available evidence (qualitative and/or qualitative evidence) that could support your statements
Potential future application	<ul style="list-style-type: none"> Please describe (1-2 paragraphs) the potential application of the identified Lesson Learned to other settings than the one where it was originally identified (e.g. a Lessons Learned identified at the local level could be applied regionally or nationally; likewise, Lessons Learned identified in the WASH sector in an urban area could apply to a WASH intervention in a rural setting or to a different sector (C4D, Health, etc..) Clearly indicate what are the issues that need to be considered during future applications of the identified Lesson Learned
Contact person	<ul style="list-style-type: none"> Please provide the name, title and e-mail address of a person who can be contacted for any questions regarding the Lesson(s) Learned.

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