

**Formative Evaluation of UNICEF's Monitoring
Results For Equity System (MoRES)**

MoRES: from evidence to equity?

Evaluation Background

- UNICEF launched the refocus on equity in 2010 aligning with the organization's overall commitment to child rights;
- MoRES was introduced in 2012 to operationalize the equity focus in a more evidence-based way;
- A formative evaluation was designed to help answer the following basic questions:
 - ✓ What is MoRES?
 - ✓ How does it work?
 - ✓ What have we learned?
 - ✓ How can we do it better?

Evaluation Scope and Methodology

Two approaches to address the evaluation questions raised in the terms of reference:

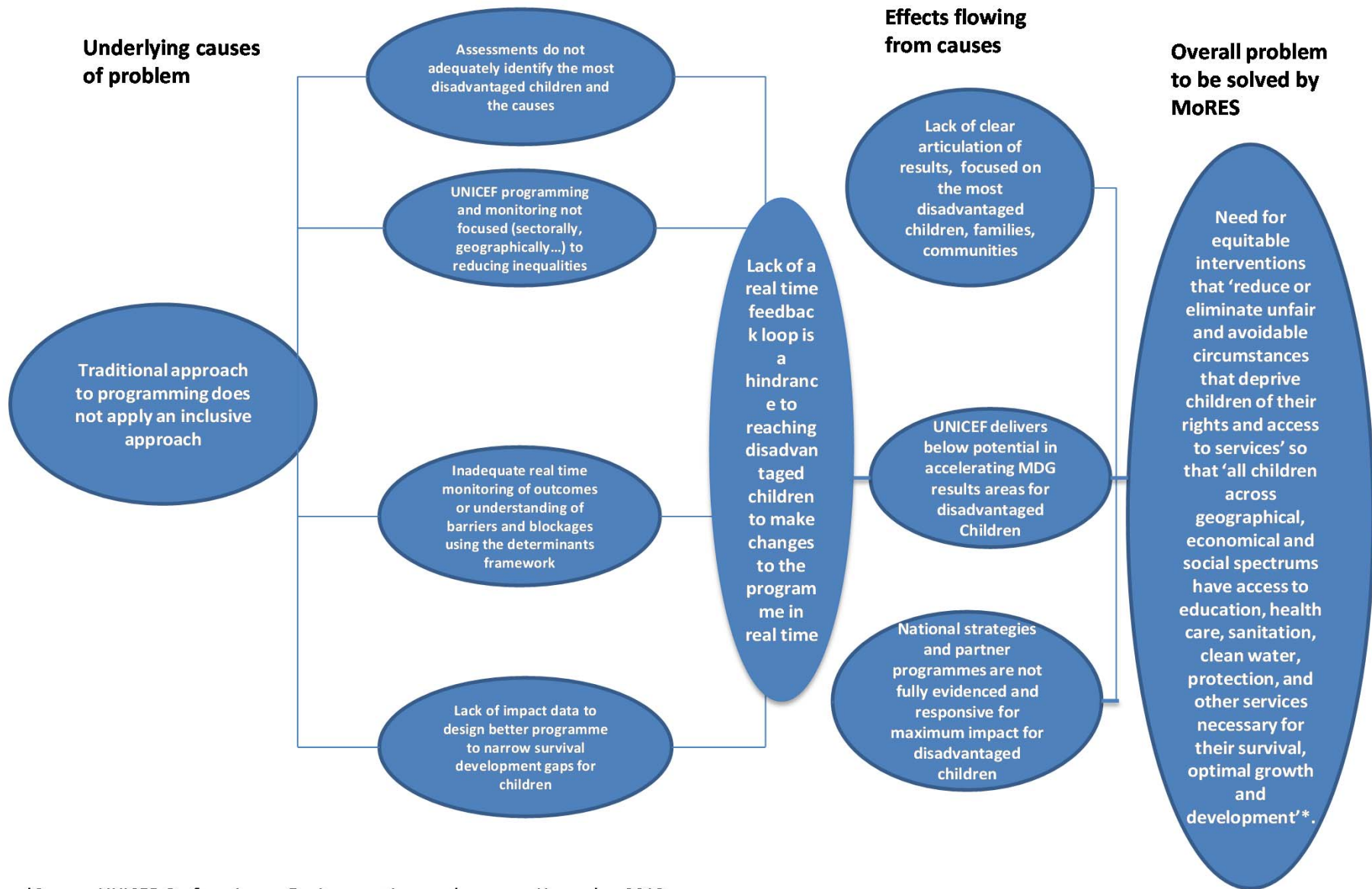
- A theory based approach:
- A case study approach: to illustrate how MoRES works in practice;

MoRES as an evolving concept has continuously been adjusted along the way posing a challenge to the evaluation. It has been applied and been supported differently over time and space, making direct comparisons between country experiences problematic.

Equity

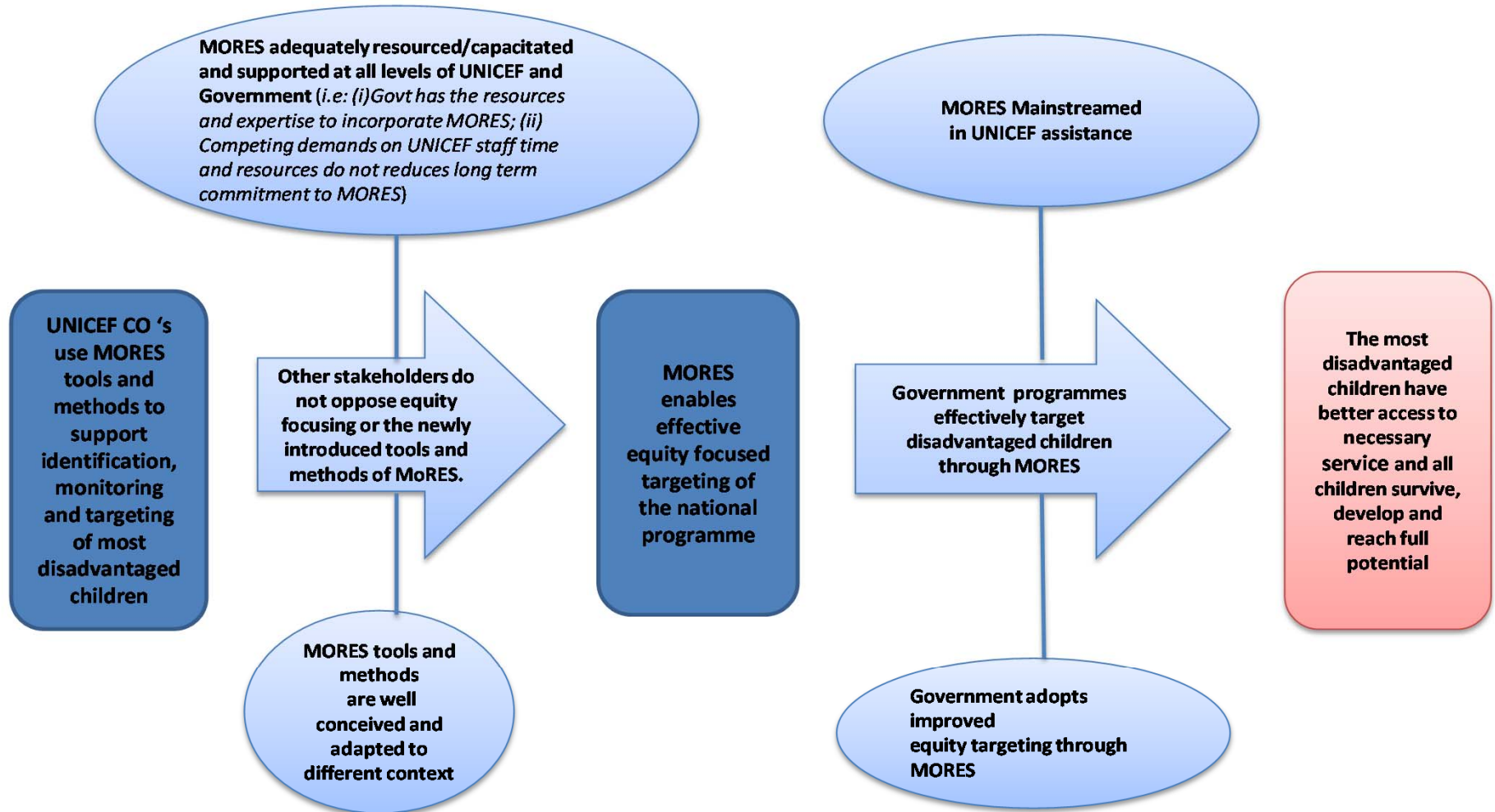
- While UNICEF's work prior 2010 was not completely equity blind, the equity refocus has provided a clear frame and direction that allowed for equity to provide a greater compelling purpose to the organization.
- MoRES is based on the rationale that an equity-focused system is needed to resolve critical analytical, targeting, monitoring and decision-making shortcomings in programming.
- UNICEF's refocus on equity, combined with the introduction of MoRES, represents a potent blend of strategic and operational intent.

Reconstruction of the Underlying Causes that MoRES tried to Solve on Equity



*Source: UNICEF, Re-focusing on Equity: questions and answers, November 2010.

Cause and Effect Chain for MORES at the Country Level



Elements of MoRES:

1. Focus on equity
2. Focus on key deprivations
3. Situation Analysis
4. Determinants framework
5. Barrier and bottleneck analysis
6. Monitoring of intermediate outcomes
7. Monitoring at the appropriate level of decentralisation
8. Regular adjustment to programming
9. National ownership and scale-up
10. MoRES as a system

Elements of MoRES:

Focus on equity

- The key purpose of MoRES is to put in practice UNICEF commitment to equity.

Situation Analysis

- Equity-focused situation analysis requires more than national-level statistics -- it requires data gathering at the local level.
- There is a particularly difficult and ethical challenge in reaching local consensus on prioritisation in some countries.

Elements of MoRES:

Barrier and bottleneck analysis (BBA)

- There is strong and widespread ownership and understanding of the concept of bottlenecks.
- Often local problems require solutions that can only be generated from the centre.

Elements of MoRES:

MoRES as a System

- Requires simplification.

KEY FINDINGS: MoRES in Practice

- MoRES has enhanced motivation and conviction regarding the refocus on equity.
- There is widespread support for equity across governments and partners.
- **Context is key.** Although the robustness of existing systems for planning and monitoring may vary according to the country context, MoRES is almost never being introduced onto a 'blank page'.
- Compatibility with existing approaches and systems is a facilitating (or limiting) factor.

KEY FINDINGS: MoRES in Practice

- There has been a considerable transfer of effort to MoRES across UNICEF and MoRES has required heavy investment of UNICEF time and human resources.
- Implementing MoRES has shown that various MoRES elements have been usefully and productively applied.
- There are significant unresolved technical challenges that signal a need for stronger guidance. The complexity of MoRES as an initiative has created challenges.
- Government buy-in and investment is a vital consideration for scale-up

KEY FINDINGS: MoRES in Practice

- **Feedback Loop:** Although there is considerable evidence of additional data-gathering, there is as yet only limited evidence of the feedback loop in operation leading to programme adaptation. Those who perform the data analysis that determines the need for programme adaptation are not those who would need to make decisions in response to this evidence if budgetary allocations were to change.

Recommendations

- 1. Maintain the focus on equity; UNICEF should emphasise that the primary purpose of MoRES is to support UNICEF's refocus on equity through a central commitment to generating robust evidence.**
- 2. Develop a mainstreaming strategy based on the enhanced conceptual clarity and findings produced by the formative evaluation report.**
- 3. Resolve the technical challenges associated with MoRES processes and tools.**
- 4. Develop a policy advocacy strategy at national level for stronger links (a feedback loop) between locally identified barriers/bottlenecks and access to the resources required to remove them.**

Recommendations

- 5. Evaluate MORES as an approach which supports the development and implementation of the Strategic Plan and Country Programme, rather than conduct a stand-alone (impact) evaluation of MoRES.**
- 5. UNICEF management should use the experience of MoRES roll-out (and evidence from other initiatives) to inform the management and implementation of future major organizational change initiatives within UNICEF.**



Management Response follows...