Formative Evaluation of UNICEF’s Monitoring Results for Equity System (MoRES) (conducted 2013, released 2014)

Executive Board Session on Equity
Ted Chaiban, Director, Programme Division
New York, June 2015
Summary:

- UNICEF welcomes the findings of the evaluation. Very important for further sharpening and improving UNICEF’s work with Governments and partners in programming for equity for children.

- The findings and conclusions validated actions underway to mainstream MoRES and have informed the next phase of MoRES.

- The findings on the initial organizational “roll-out” of MoRES are useful for guiding further mainstreaming of MoRES and also future corporate-level initiatives.

- There is more to do to. The approach holds great potential to help translate the equity agenda into results in all contexts and in the achievement of the UNICEF 2014-2017 Strategic Plan. Examples of future work:
  - Update and implement strategy to mainstream MoRES
  - Strengthen internal capacity and that of partners in using the approach;
  - Integrate MoRES in the Programme, Policy and Procedure Manual and training and UN approaches
  - Improve advocacy at national / sub-national decision-making levels to better link management decisions and resources to removal of bottlenecks.

UNICEF Executive Board Session on Equity, June 2015
RECOMMENDATION 1:
Maintain the focus on equity: Emphasize the primary purpose of MoRES is to support UNICEF’s refocus on equity through a central commitment to generating robust evidence.

Partially agree
UNICEF agrees that the focus on equity should be maintained, and that MoRES should be communicated as an approach that is adaptable to context. However, the primary purpose of MoRES is not to generate robust evidence, but rather it is to use this data in a more strategic and timely way to take management decisions and make course corrections quickly to improve programmes/policies to achieve better results for disadvantaged children.

Actions:
• Update the Briefing Note on MoRES. (done)
• Technical guidance to emphasize MoRES is an approach to improve equity results and should be adapted to context. (done)
• Case studies on MoRES application demonstrating MoRES as an approach to improve equity and adaptable to context. (done)
• Mainstreaming strategy for wider application of MoRES in 2015 agreed and being tracked (underway)
RECOMMENDATION 2:
Develop a mainstreaming strategy based on enhanced conceptual clarity and findings produced by the formative evaluation report.

○ Partially agree

Agree on the importance of a clear mainstreaming strategy. Partial agreement with the recommendation because a mainstreaming strategy, that included some of the points made in the evaluation, was already developed for 2014 (not explicitly noted in the evaluation report). For 2015-2016, UNICEF is further updating the mainstreaming strategy, taking into account evaluation findings.

Actions
• Update the global mainstreaming strategy with inputs from country & regional levels and HQ divisions; institute a process for tracking progress. (June 2015)
  → Update country plans for the application and documentation of MoRES
  → integrate MoRES approach, methodologies and tools into the Programme, Policy and Procedure Manual (PPPM) and training materials. (Sept 2015)
  → Links between field monitoring and MoRES reinforced as part of HACT process and explained through updated guidance (May 2015)
RECOMMENDATION 2: - Action Points continued

Develop a mainstreaming strategy based on enhanced conceptual clarity and findings produced by the formative evaluation report.

**Actions:**

- Integrate MoRES framework into InSight/RAM and related guidance (done)

- Update quality assurance tools and processes to support country programmes to integrate MoRES (June, 2015)

- Develop and implement a knowledge exchange system to facilitate sharing of technical notes and experiences on application of MoRES (Oct 2015)

- Integrate MoRES approach into wider UN guidance on monitoring equity (done)

- Field test and finalize joint UN guidance. (Dec 2015)
RECOMMENDATION 3:
Resolve the technical challenges associated with MoRES processes and tools.

Agree

Actions Planned:
• Prepare Q & A addressing common issues from the field (May 2015)

• Sectors will refine or prepare additional guidance required by the field, addressing specific technical issues as needed and highlighting opportunities for cross-sectoral work; further clarification on adaptation of MoRES in humanitarian contexts to be provided. (Sept 2015)

• Conduct a strategic review of staffing profiles to identify adjustments needed in selected job descriptions (e.g. Planning) in order to support application of MoRES at country level. (Aug 2015)
RECOMMENDATION 4:
Develop a policy advocacy strategy at national level for stronger links (a feedback loop) between locally identified bottlenecks and access to the resources to remove them.

Agree

Actions Planned:
• Prepare and disseminate an advocacy planning tool and guidance for advocacy to policymakers that links equity analysis, bottleneck analysis and monitoring to budgets at different levels/settings. (Sept 2015)

• Develop and roll out operational guidance on how to use data from MoRES to remove identified bottlenecks related to budgets, public financial management & local government practices. (Oct 2015)

• Include in the PPPM a specific focus on stakeholder engagement and advocacy with governments on use of data for decision-making. (Sept 2015)

• Document the adaptation of MoRES in various settings (Done)
RECOMMENDATION 5:
Evaluate MoRES as an approach which supports the development & implementation of the Strategic Plan and Country Programme, rather than a stand-alone (impact) evaluation of MoRES.

Agree

Actions Planned:

• UNICEF will evaluate the application of the MoRES approach within individual programmes, paying attention to the contribution of MoRES to achieving results for disadvantaged children and reducing equity gaps. → guidance on formulating evaluation ToRs to assess the role and contribution of MoRES to programme results will be prepared and included in PPPM. (June 2015)

• As part of the 2016 midterm review of the UNICEF Strategic Plan, review the application of MoRES as an approach in the Plan’s roll-out (Sept 2016)
RECOMMENDATION 6:
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.

Actions Planned:

Share lessons learned from the roll-out of MoRES with senior management for application to other major organizational change initiatives within UNICEF. (dissemination completed; application of lessons learned continuous)
Thank you