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

Executive Board Session on Equity
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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.

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 <u>primary</u> purpose of MoRES is not to generate robust evidence, but rather it is to <u>use this data in a more strategic and timely way</u> 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.

● **Agree**

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

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