Evaluation of UNICEF’s Peacebuilding, Education and Advocacy Programme (PBEA)
This presentation will cover:

1. Outline of PBEA objectives and coverage
2. Overview of PBEA evaluation activities (2012 -2015)
3. Overview of PBEA Outcome evaluation
4. Selected findings and conclusions
5. Summary of recommendations
PBEA scope

PBEA objectives:

1. Motivate and facilitate **inclusion of education into peacebuilding policies, and vice versa**;

2. **Increasing institutional capacities** to supply conflict sensitive education to prevent conflict and promote peace;

3. **Increasing capacity of children, parents, teachers and duty bearers** to cope, reduce, and prevent conflict and promote peace;

4. **Increasing access for children to quality, relevant, conflict-sensitive education** that contributes to peace; and,

5. **Generating evidence and knowledge** on linkages between education, conflict and peacebuilding, and evidence upon which programming practice can be based.

PBEA coverage: 14 countries:

Burundi, Chad, Cote d’Ivoire, DRC, Ethiopia, Liberia, Myanmar, Pakistan, Palestine, Sierra Leone, Somalia, South Sudan, Uganda, Yemen
PBEA Evaluation activities....

1. **Evaluability assessment** - to determine PBEA’s readiness to be evaluated by:
   - Assessing how far programme objectives and design reflect what is realistically achievable within the implementation timeframe
   - Assessing the adequacy of M&E arrangements
   - Recommending necessary adjustments and evaluation approach.

2. **Developmental evaluation** - an approach that supports adaptive learning in complex initiatives by injecting evaluative thinking into programme implementation. Two evaluators embedded with PBEA teams in Ethiopia and Myanmar.

3. **Outcome evaluation** – mainly to determine progress made towards the 5 programme outcome objectives - but also to assess UNICEF’s peacebuilding approach relative to its positioning.
## Evaluability Status of Country Programmes

<table>
<thead>
<tr>
<th>Category 1</th>
<th>Category 2</th>
<th>Category 3</th>
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</thead>
<tbody>
<tr>
<td>4-5 programmes</td>
<td>4-6 programmes</td>
<td>3-4 programmes</td>
</tr>
<tr>
<td>Conflict analysis still underway</td>
<td>Conflict analysis mostly completed but not finalized</td>
<td>Completed conflict analysis</td>
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<tr>
<td>Major inputs required to complete conflict analysis over next few months</td>
<td>Sufficient information for programme design</td>
<td>Programming based on conflict analysis</td>
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<tr>
<td>Implementation underway, by mostly on ‘Fast Track’ mode</td>
<td>Implementation underway</td>
<td>Technical and governance elements in place</td>
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<tr>
<td><strong>Evaluability cannot be determined</strong></td>
<td><strong>Requires major inputs in all technical elements to enhance evaluability</strong></td>
<td><strong>Requires manageable inputs to enhance evaluability</strong></td>
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Key recommendations of the evaluability assessment:

1. **Programme design:**
   Consider re-framing PBEA away from a ‘global programme’ to a ‘global approach’ capitalizing on UNICEF’s decentralized culture of working, with targeted and systematic inputs for HQ

2. **Evaluation approaches:**
   - Developmental evaluation
   - Outcome evaluation
Key evaluation question:

To what extent and how has UNICEF achieved PBEA programme outcomes and contributed to peacebuilding, social cohesion and/or resilience at the individual, community, institutional and/or systems levels?
PBEA Outcome Evaluation: Evaluation objectives

• **UNICEF’s approach to peacebuilding relative to its positioning:** To assess UNICEF’s approach to peacebuilding and assess PBEA programming choices against global best practices and benchmarks

• **Achievement of outcomes:** To evaluate the extent to which PBEA has achieved the five intended outcomes

• **UNICEF-wide collaboration and learning:** To assess PBEA’s internal collaboration and coordination internally within UNICEF to advance goals for in-country peacebuilding/resilience programming

• **External Partnerships:** To examine whether UNICEF has formed the right partnerships for its peacebuilding work, and whether these contributed to advancing PBEA goals and intended outcomes

• **Management and governance:** To determine the extent to which UNICEF’s management arrangements and accountabilities were used to maximize the likelihood of achieving PBEA outcomes

Evaluation approach

• “Outcome harvesting”; Key informant interviews; Focus group interviews
Findings - Introduction

• **Unprecedented effort** - linked to increasingly pressing need to address root causes of conflict and interrupt violence

• **Peacebuilding is an ambitious goal**, often requiring multi-generational changes

• **Conceptual and practical challenges**: role of social services in peacebuilding not previously tested at scale

• **Innovation, adaptation and learning necessary** and considered from the beginning - but developing and improving approaches takes time

• **Difficult implementation** - very challenging and fluid operating contexts, new tools (e.g. conflict analysis) and stakeholder sensitization

• **PBEA was still in progress** as the evaluation was completed. Many more results were expected by the close of the programme (now reported by management).
Findings - PBEA outcomes and intermediate results

Outcome Harvesting Results

1. Outcome evaluation harvested 78 result statements

2. Most progress made where:
   • COs had experienced peacebuilding staff in their teams;
   • Clear theories of change were articulated;
   • Clear goal was to mainstream peacebuilding – going beyond education activities;
   • Representative (or Deputy) was perceived in-country as a champion of PBEA.
Findings - UNICEF’s Approach to Peacebuilding

• UNICEF is well-positioned to engage in peacebuilding work based on its mandate and institutional strengths

• Need to navigate sensitivities, identify entry points, focus resources on high risk environments to achieve scale and emphasise context-specific programming

• Greatest results when COs follow a programme cycle

• Emphasis on conflict analysis programming was the right approach
Findings - Partnerships for PBEA and Beyond

• Programme implementation partnerships, including new partners, have increased UNICEF’s access and reach to deliver peacebuilding results

• Partnerships formed with many of the right national and local partners

• Emphasis needed on high level advocacy and coordination partnerships and better management of IPs to share knowledge across organisations

• Strong leadership support is needed to enable cross-sectoral collaboration and ultimately mainstreaming of peacebuilding within UNICEF

• Cross-sectoral collaboration best enables UNICEF to address conflict drivers through child-centred approaches and adolescent programmes
Key conclusions

• PBEA evidence has demonstrated that social services such as education can contribute to peacebuilding and vice versa. It should be used to strengthen programming.

• PBEA achieved substantial results in each of the five outcome areas and increasingly followed appropriate and promising practices for peacebuilding.

• PBEA results are satisfactory, given the pilot nature of the programme, and limitations of time and resources.

• Lasting contributions in peacebuilding work require long-term commitments, funding and expansion of scale.

• Infusing conflict analysis into programming is only the first step; concrete peacebuilding outcomes should be widely infused within a number of Country Programmes.
Recommendations

Recommendation 1:
Articulate a clearer vision

Recommendation 2:
Institutionalise conflict analysis approaches into the programme development cycle

Recommendation 3:
Use lessons learned for education sector planning
Recommendations

**Recommendation 4:**
Develop a partnership strategy for work on peacebuilding

**Recommendation 5:**
Continue to mobilise funding for peacebuilding programmes

**Recommendation 6:**
Fund continuation of critical activities in PBEA implementing countries