



Evaluation of UNICEF's Peacebuilding, Education and Advocacy Programme (PBEA)

Informal briefing for the Executive Board
10 January 2017

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

Category 1	Category 2	Category 3
<p>4-5 programmes</p> <p>Conflict analysis still underway</p> <p>Major inputs required to complete conflict analysis over next few months</p> <p>Implementation underway, by mostly on 'Fast Track' mode</p> <p><i>Evaluability cannot be determined</i></p>	<p>4-6 programmes</p> <p>Conflict analysis mostly completed but not finalized</p> <p>Sufficient information for programme design</p> <p>Implementation underway</p> <p><i>Requires major inputs in all technical elements to enhance evaluability</i></p>	<p>3-4 programmes</p> <p>Completed conflict analysis</p> <p>Programming based on conflict analysis</p> <p>Technical and governance elements in place</p> <p>Full implementation underway</p> <p><i>Requires manageable inputs to enhance evaluability</i></p>

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



Thank you!