



Management Response to the Evaluation of the
Peacebuilding, Education & Advocacy Programme [PBEA]
2012-2016

SUMMARY

- The PBEA outcome evaluation demonstrated that education and other social services can mitigate conflict drivers, and contribute to building more peaceful and resilient societies in conflict-affected settings.
- Conflict analysis based programming leads to programmes that can contribute to peacebuilding.
- To support the implementation of the 2018-2021 Strategic Plan UNICEF should:
 - *Articulate a clearer vision for UNICEF's role in peacebuilding;*
 - *Institutionalize conflict analysis as part of the CPD;*
 - *Consolidate and share lessons learned.*
- UNICEF will continue to contribute to peacebuilding through education and other programming, while maintaining the necessary political neutrality.

RECOMMENDATION 1:

Articulate a clearer vision for UNICEF's role and contribution to peacebuilding; integrate this into corporate strategies, global programme policy, country programme strategies, and key messages from UNICEF leaders.

 **Agree**

Actions – completed by June 2017 :

- Finalize corporate guidance on peacebuilding programming and conflict analysis (June 2017)

RECOMMENDATION 2:

Institutionalise conflict analysis as part of the programme development cycle

 **Agree**

Actions – completed by 3rd Q 2017:

- UNICEF'S Programme Planning Process [PPP] Manual updated to include conflict analysis (2017)
- Chapter on *Conflict and Disaster Risk Analysis in the Education Sector Analysis Guidelines (Volume 3)*
- Cross-sectoral Risk-Informed Programming Guidance Notes and training package on conflict sensitivity and peacebuilding.

RECOMMENDATION 3:

Consolidate lessons learned from programming and use them to develop resources for sector planning

 **Agree**

Actions – completed by June 2017:

- Disseminate PBEA knowledge products
- Integrate PBEA lessons into the *Risk Informed Programming Guidance* and *Education Sector Analysis Methodological Guidelines Volume 3*.

RECOMMENDATION 4:

Develop a partnership strategy that will set parameters for UNICEF's engagement with peacebuilding work.

 **Partially agree**

UNICEF already has a corporate partnership strategy that can accommodate new partners

Actions – ongoing:

- UNICEF continues to engage in key UN peacebuilding forums

RECOMMENDATION 5:

Mobilize funding, earmarked, pooled or OR, to facilitate global visibility and learning, aligned with CO accountabilities.

 **Agree**

RECOMMENDATION 6:

Secure funding to enable continuation of critical activities in PBEA implementing countries that are presently facing crises...

 **Partially agree**

UNICEF does not intend to develop a separate resource mobilization strategy for peacebuilding programmes.

Actions -ongoing:

- Mobilize funds for peacebuilding to the extent that they are integrated into the Strategic Plan and CPDs.

RECOMMENDATION 7:

Update CO level result statements, completion of research and management of knowledge products.

 **Agree**

Actions – completed by June 2017, and ongoing:

- Results updated in PBEA Country Office final reports
- Aggregate results will be reported in the 2016 Education Annual Report
- Disseminate knowledge assets through internal and partners' platforms and symposia.