Synthesis of Humanitarian Evaluations 2010-2016
UNICEF Management Response

Informal Briefing of the UNICEF Executive Board

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Use of the Synthesis

• Critical input to the new Strategic Plan to help shape key strategies related to increased effectiveness and efficiency
  • Connectedness and coherence between humanitarian and development
  • Support to coordinated inter-agency needs assessment
  • Accountability to affected people
  • Partnerships with national/local humanitarian actors
More stringent evaluation requirements

**Recommendation:**
Clear triggers for evaluation of humanitarian action

- Triggers need to address different types of humanitarian response
- Global Evaluation Plan includes
  - mainstreaming of humanitarian evaluation
  - evaluation of Level 3 responses
  - cross-cutting thematic – (i) coverage and quality in complex environments; (ii) humanitarian and development integration
Centralise needs in design

Recommendation:

• Clearer links between needs and plans
• Monitor progress against needs
• Learn lessons on implementing needs assessment
• Robust approach to AAP

UNICEF will:

• Continue to invest in country level capacities
• Support inter-agency coordinated needs assessment as per Strategic Plan
  • Need common cross-sector analysis framework
  • Need clear mechanisms for coordinating
  • Commit UNICEF-led cluster & CO support
• Invest in AAP at inter-agency level & internally
  • Support to Communication and Community Engagement initiative
  • Build on UNICEF experience to strengthen common approaches
Build a culture of confidence in procedures

**Recommendation:**
- Training/awareness raising in SSOPs
- Partner awareness on commitments to accelerate agreement process

UNICEF will:
- Invest in combination of staff learning and oversight on implementation of simplified procedures
- Revisit SSOPs in coordination with inter-agency review of Level 3
- Improve CSO partnership processes through dissemination of procedures and collaborative e-platforms
Risk-informed programming within localization agenda

**Recommendation:**
- Stronger risk analysis
- Build local capacity for response
- PCAs include adaptive capacity
- Risk-informed programming and localization embedded in Strategic Plan
- National and local system strengthening
- Partnership agreements required as a critical preparedness action
Revisit the Core Commitments for Children in Humanitarian Action

Recommendaion:

- Revise or create addendums to better address new challenges
- Review and update the CCCs to better guide UNICEF humanitarian action in today’s environment
Accountability with flexibility

Recommendation:
• Strengthen integration of monitoring approaches at country level
• Extend outcome monitoring

UNICEF will:
• Shape guidance/tools to reinforce flexible approaches in monitoring
• Seek partnerships to address gaps in outcome monitoring
  • Requires sustained investment, real-time technology, innovative methods
• Strengthen field monitoring systems and integrate feedback from affected people
• Invest in analysis of monitoring data for oversight
Link integrated humanitarian response to recovery

Recommendation:

• Collective multi-sector planning
• Defining strategy for protracted crisis
• Transition integrated throughout humanitarian programme cycle
• Cross-sector support from Regional Offices

• Revision of CCCs and SSOPs will address strategy in protracted crises
• Continue strengthening humanitarian strategy and planning and results based management
• Multi-year planning in protracted crises as critical entry point to strengthen field practice
Thank You