

UNICEF Evaluation Management Response

Evaluation title: United Nations Children’s Fund (UNICEF): Review of Development Effectiveness, 2012-2015

Region: Global

Office: New York headquarters

Evaluation year: 2016

Evaluation report sequence number: 2016/008

Person-in-charge for follow-up to management response: Ms. Shanelle Hall, Deputy Executive Director, Field Results

Overall response to the evaluation: This report presents a synthesis of evaluation evidence responding to two questions: how effective is UNICEF? And how do we know? It complements other similar exercises, such as the assessment done by the Multilateral Organisation Performance Assessment Network in 2016. While reaching broadly positive conclusions, the report points to several areas where UNICEF needs to further improve its performance, while noting steps taken in recent years to strengthen field results. Overall, UNICEF agrees with the findings and recommendations of this evaluation. This management response outlines actions and timelines for addressing the recommendations.

Planned use of evaluation: The completion of this evaluation is timely, as the findings are informing the development of the UNICEF Strategic Plan, 2018-2021, the UNICEF Data Strategy and the UNICEF Gender Action Plan, 2018-2021. The findings are also being used to strengthen the development and roll out of results-based management (RBM) training and related tools for UNICEF staff and partners. The actions outlined in the management response will improve the conduct of situation analyses, programme design and implementation, and results monitoring and reporting at the country level, in both development and humanitarian contexts, and will improve the organization’s overall development effectiveness.

Action	Responsible section/s	Responsible person/s	Expected completion date	Implementation stage: Not started Under way Completed Cancelled	Action taken	Supporting documents
<p>Evaluation recommendation 1: Strengthen the capacity of UNICEF and its partners in order to improve program designs based on a strong theory of change. This should include: a) Capacity building of UNICEF staff and the staff of partners at country office level in the development of effective and technically sound theories of change during program design – including identifying key causal assumptions which can be tested during evaluations. This will require improved, concrete guidance on developing effective theories of change; b) Capacity building and ongoing technical support to UNICEF staff and partners in the identification of meaningful program targets and appropriate indicators for tracking target achievement over time; and, c) Linking work on strengthening program design with efforts to strengthen results based monitoring and management systems (see recommendation seven).</p> <p>Management response: (Agree, Partially Agree, Disagree): Agree</p> <p>If recommendation is rejected or partially accepted, report reasons:</p>						

Action	Responsible section/s	Responsible person/s	Expected completion date	Implementation stage: Not started Under way Completed Cancelled	Action taken	Supporting documents
<p>1.1 Continue roll-out and institutionalization of the RBM learning package for staff and partners. Key to the package is the application of the theory of change that will inform the design of office management plans, programme strategy notes (PSNs) and country programme documents (CPDs). A mechanism for coordinated technical support from country offices (COs), regional offices (ROs) and headquarters (HQ) will also be established.</p>	<p>Field Results Group (FRG); Division of Data, Research and Policy (DRP); Division of Human Resources (DHR); and Regional Chiefs of Planning</p>	<p>Lead - Associate Director, FRG Deputy Director, DRP</p>	<p>2018, with all programme and key operations staff trained</p>	<p>Under way</p>	<p>RBM course rolled out through an e-course, face-to-face training and a handbook.</p> <p>Master trainers, comprised of internal and external facilitators, trained to support roll-out.</p> <p>More than 3,000 staff completed the course in 2016, and an additional 3,000 are expected to complete it in 2017. Training was also undertaken for United Nations country teams and partners in some countries in 2016.</p> <p>Yammer groups facilitate continuous exchange and peer support between trained staff and master trainers.</p>	<p>RBM course materials</p>

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1.2 Refine measures to assess the impact of the RBM learning strategy.	FRG; DRP; the Office of Emergency Programmes (EMOPS); Regional Chiefs of Planning; and DHR	Lead - Associate Director, FRG DRP	Second quarter, 2017	Under way	Impact measures identified in the RBM learning strategy.	RBM learning strategy
1.3. Collate and provide COs with examples on the development of theories of change, as part of the development of PSNs.	FRG; DRP; EMOPS; Programme Division (PD); and Regional Advisers	Chief, Programme Design and Guidance (PDG), FRG	Third quarter, 2017	Under way	Portal on good practice examples of PSNs and CPDs. Strengthened technical assistance through regional/ headquarters support during programme design processes.	Guidance note on PSN Quality review of UNICEF 2016 CPDs and review of a sample PSN
1.4. Use the results framework of the Strategic Plan, 2018-2021 to inform the refinement of global indicators; and identify programme targets for tracking results at the national, regional and global levels. Strengthen technical support and quality assurance processes in the development of targets for country-level strategic plans. Reflect the targets in monitoring systems, such as the Results Assessment Module (RAM) of inSight and e-Tools.	FRG; PD; DRP; EMOPS; and Regional Chiefs of Planning	Associate Director, FRG	Fourth quarter, 2017	Under way	List of outcome and output indicators developed, and data sources identified to facilitate results aggregation. Annual targets included as a new feature in the RAM/ inSight performance management system.	List of RAM standard indicators Revised RAM guidance note

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<p>Evaluation recommendation 2: More consistently apply gender analysis methods and incorporate a gender perspective into program design and during all programming stages. The lack of improvement in the level of positive findings for gender equality when comparing results of the 2012 and 2016 reviews points to the need to: a) Ensure that program design processes and approval systems fully incorporate gender analysis and a gender perspective prior to UNICEF commitment; b) Strengthen the capacity of UNICEF staff and partners to make use of gender analysis tools during program design; c) Strengthen the collection and use of gender disaggregated data in UNICEF programmes; d) Engage with communities on the situation of girls and women during program design and incorporate organizations representing the interests of girls and women into stakeholder consultations; e) Balance the use of a gender mainstreaming approach with targeted interventions specifically aimed at addressing gender inequalities (including the inclusion of specific, clear gender relevant objectives during the programme design phase); and, f) Continuing to strengthen the level of attention paid to gender equality as a cross-cutting issue in UNICEF led systems and processes for monitoring and evaluation, to build on the progress made between the 2012 and 2016 reviews.</p> <p>Management response: (Agree, Partially Agree, Disagree): Agree</p> <p>If recommendation is rejected or partially accepted, report reasons:</p>						
<p>2.1 Issue guidance to COs on the mandatory nature of conducting gender reviews at least once during a programme cycle (as per UNICEF Executive Directive CF/EXD/2009-005 and PRO CF/PD/PRO/06-05, supported by the gender review programme tools), which should be done in conjunction with situation analyses and strategic moments of reflection.</p>	<p>DRP; FRG; and PD/Gender</p>	<p>Lead - Principal Adviser, Gender</p> <p>Deputy Director, DRP</p> <p>Associate Director, FRG</p>	<p>1 June 2017</p>	<p>Under way</p>	<p>Gender programmatic review tool piloted and utilized in several countries; GAP standard under development.</p>	<p>Programmatic review tool; Executive Directive on gender reviews</p>
<p>2.2 The criteria for reviewing the integration of gender considerations in CPDs and PSNs will have stronger gender analysis – including the use of sex-disaggregated data, gendered bottlenecks and barriers, and evidence-based strategies on gender programming. Country offices will be held accountable for incorporating recommendations</p>	<p>PD/Gender; FRG; and DRP</p>	<p>Lead - Principal Adviser, Gender</p> <p>Associate Director, FRG</p> <p>Deputy Director, DRP</p>	<p>December 2017</p>	<p>Not started</p>	<p>None</p>	<p>None</p>

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<p>from the gender review in their CPDs, country programme management plans (CPMPs) and PSNs through strengthened performance indicators. Corporate performance indicators will be included in the 2018-2021 Strategic Plan and Gender Action Plan (GAP).</p>						
<p>2.3 UNICEF is launching a gender-capacity initiative to strengthen the capacity of gender focal points to undertake and support gender analysis. A gender analysis tool, including relevant case studies, will be developed for integration in the RBM training and sectoral training initiatives.</p>	<p>PD/Gender and PD other sections; FRG; and Regional Gender Advisers</p>	<p>Lead - Principal Adviser, Gender</p> <p>Deputy Director, PD</p> <p>Associate Director, FRG</p>	<p>Mid-2018</p>	<p>Under way</p>	<p>Gender capacity and credentialing initiative designed and training for focal points planned for 2017; RBM training under way, but gender component to be strengthened.</p>	<p>Concept note on gender capacity and credentialing initiative</p>
<p>2.4 UNICEF has established positions in DRP, with a dotted line to PD/Gender, focusing on the use of gender-disaggregated data and tasked with overseeing the launch and management of a gender data portal in Child Info. Indicators in RAM have been assigned a gender tag and progress on their use will be tracked.</p> <p>The use of gender disaggregated data in corporate and regional reports is proposed under the GAP, 2018-2021.</p>	<p>DRP; PD/Gender; and FRG</p>	<p>Lead - Director, DRP</p> <p>Co-lead - Principal Adviser, Gender</p> <p>Associate Director, FRG</p>	<p>September 2017</p>	<p>Under way</p>	<p>Posts for gender and data, and gender and research, have been created and recruitment is under way. A gender tag for RAM indicators has been developed. A plan has been drafted for the creation of a gender portal.</p>	<p>Job descriptions for posts for gender and data, and gender and research</p>

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<p>2.5 A best practices partnerships guide on gender will be developed and disseminated. An initiative is also under way to assess gender imbalance in the use of U-Report as a means of community engagement.</p>	<p>PD/Gender; Public Partnerships Division (PPD); Private Fundraising and Partnerships Division (PFP); and Office of Innovation</p>	<p>Principal Adviser, Gender</p>	<p>December 2018</p>	<p>Under way</p>	<p>Regional Gender Advisers have begun documenting best practices on engaging communities on gender issues. The assessment of gender imbalance in the use of U-Report has been initiated.</p> <p>PFP has identified key partnerships with women's and girls' groups that can be further strengthened and leveraged.</p>	<p>List of key partnerships with women's and girls' groups (internal)</p>
<p>2.6 UNICEF has rolled out GAP, 2014-2017, which the evaluation has commended for its programmatic focus, targeted priorities and mainstreaming approach. This focus will continue and be further strengthened in the next GAP, 2018-2021.</p>	<p>PD/Gender; and the Office of the Executive Director (OED)</p>	<p>Principal Adviser, Gender</p>	<p>Third quarter, 2017</p>	<p>Under way</p>	<p>The GAP, 2014-2017 is in its fourth year of implementation. The next Plan is under development.</p>	<p>GAP, 2014-2017</p>

<p>2.7 Gender indicators and results formed a critical component of GAP, 2014-2017, and annual reporting against these indicators has been steadily improving. The 2018-2021 GAP will continue this practice.</p>	<p>DRP; PD; and OED</p>	<p>Lead - Principal Adviser, Gender</p> <p>Deputy Director, DRP</p>	<p>Second quarter, 2017</p>	<p>Under way</p>	<p>The indicators for the Strategic Plan, 2018-2021 (and GAP, 2018-2021) have undergone extensive consultation and are under development.</p>	<p>Draft indicators for the Strategic Plan, 2018-2021 and GAP, 2018-2021 (internal)</p>
<p>Evaluation recommendation 3: More clearly define and identify target groups of disadvantaged women and children in all UNICEF supported programs and clarify the disproportional benefits the program will bring to the target group. This should include: (a) More consistent efforts to identify who are the most disadvantaged groups of women and children in the programming area during program design, including better mapping of their location in the communities being served; b) Better identification of barriers to participation and access to services for the identified groups of disadvantaged women and children so that programs specifically address them; c) Targeted criteria for program participation and access to services for the identified disadvantaged groups; including criteria which privilege their access and specifically anticipate a disproportionate positive result; and, d) Strengthened monitoring of participation, access and benefits accruing to members of the identified disadvantaged groups of women and children. This may include ensuring that selected programmes address the need to strengthen national systems for data management to better address equity.</p> <p>Management response: (Agree, Partially Agree, Disagree): Agree</p> <p>If recommendation is rejected or partially accepted, report reasons:</p>						
<p>3.1 Strengthen situation analysis and PSN guidance on targeting of disadvantaged children and women.</p>	<p>FRG; PD; EMOPS; and DRP</p>	<p>Lead - Associate Director, FRG</p>	<p>Second quarter, 2017</p>	<p>Under way</p>	<p>Guidance on equity-focused situation analyses has been developed.</p> <p>RBM training is under way.</p>	<p>Guidance on equity-focused situation analyses;</p> <p>Multiple Overlapping Deprivation Analysis</p>
<p>3.2 Develop technical notes on strengthening community- and national-level data systems, building on the pilot programmes in the Eastern and Southern Africa and West and Central Africa regions, and drawing on innovative tools such as RapidPro.</p>	<p>PD; FRG; DRP; and Office of Innovation</p>	<p>Associate Director, FRG</p>	<p>Fourth quarter, 2017</p>	<p>Under way</p>	<p>The RapidPro platform to support monitoring with tools such as U-Report has been developed.</p>	<p>Monitoring Results for Equity System (MoRES)</p> <p>RapidPro</p>

<p>3.3 To improve the coverage and quality of UNICEF action, complete a thematic evaluation of UNICEF humanitarian response in complex and high-threat environments. The evaluation will identify specific actions that will improve targeting of disadvantaged women and children in the humanitarian response.</p>	<p>EMOPS; PD; FRG; and Evaluation Office (EO)</p>	<p>Director, EMOPS</p>	<p>First quarter, 2018</p>	<p>Under way</p>	<p>A scoping exercise for this evaluation is under way.</p>	<p>Plan for global thematic evaluations 2014–2017</p>
<p>Evaluation recommendation 4: More consistently and effectively address program and financial sustainability in the design of country programs and strategies. While there has been a notable improvement in the institutional sustainability of UNICEF supported programming, there is considerable evidence that a significant challenge to the sustainability of UNICEF supported projects and programs is the financial sustainability of the initiatives being supported. UNICEF should make every effort during program and project design and implementation to: a) Develop and implement mechanisms for generating income for supported projects which can be sustained after UNICEF support is completed; b) Where these are not appropriate, advocate effectively for host national, provincial and local government to provide necessary, line item budgets; and, c) Advocate for and help secure alternative sources of funding from multilateral agencies.</p> <p>Management response: (Agree, Partially Agree, Disagree): Agree</p> <p>If recommendation is rejected or partially accepted, report reasons:</p>						
<p>4.1. Strengthen technical assistance and quality assurance for country programme development, to reflect consideration of the financial sustainability of interventions as well as the possibilities of national funding.</p>		<p>Lead - PD (Public Sector Financing)</p> <p>Chief, PDG, FRG</p>	<p>Third quarter, 2017</p>	<p>Not started</p>	<p>None</p>	<p>None</p>
<p>4.2. Strengthen guidance in the Programme Policy and Procedure Manual to factor in the potential for private sector actors to contribute to social development, and play a role both as direct funders and through other forms of support, within the appropriate legal frameworks.</p>	<p>PD; PFP; and FRG</p>	<p>Lead - Chief, PDG (FRG)</p> <p>Senior Adviser, PFP</p>	<p>Third quarter, 2017</p>	<p>Not started</p>	<p>None</p>	<p>None</p>

<p>4.3. Develop technical notes and provide direct support to COs to mobilize and leverage partnerships with emerging partners, funding initiatives and Global Programme Partnerships.</p>	<p>PD; PPD; PFP; and FRG</p>	<p>Lead - Deputy Director, PPD</p> <p>Chief, PDG (FRG)</p>	<p>Third quarter, 2017</p>	<p>Not started</p>	<p>None</p>	<p>None</p>
<p>Evaluation recommendation 5: Continue, and even increase efforts to improve the efficiency of UNICEF supported programs. As more evaluations address issues of cost and efficiency in UNICEF supported programs, there is clearly scope to strengthen the adequacy and level of attention paid to issues of efficiency and cost effectiveness in UNICEF programming during program design. The most urgent requirement is to strengthen program designs and program monitoring systems so that they track program costs over time and establish a credible link from unit costs to results. Otherwise, program managers cannot be expected to manage for improved efficiency. Efforts to improve efficiency could also benefit from the development of a common, core methodology for assessing program efficiency at UNICEF.</p> <p>Management response: (Agree, Partially Agree, Disagree): Partially Agree</p> <p>If recommendation is rejected or partially accepted, report reasons:</p> <p>Developing a common core methodology across the range of UNICEF programmes will prove challenging. Certainly, the efficiency of UNICEF-supported programmes is important and there is room for improvement. Key supporting elements are more systematic approaches to identifying and quantifying cost drivers in programme design, and systems to support the costs of tracking programme over time, and linking these to the measurement of results. However, there are a range of challenges that must be addressed in doing so: approaches to costing must contemplate widely varied programming and operating contexts; approaches to costing and calculating beneficiaries must be based on a wider process of inter-agency and stakeholder buy-in to the methodological options proposed. At the same time, inter-agency approaches must accommodate the different and complementary roles of United Nations agencies such as UNICEF as compared to civil society organizations, both in their direct and indirect contributions. UNICEF is already undertaking a number of actions that will help to inform the way forward, including development and introduction of a budget formulation tool. Over the coming two to three years, the use of the tool will allow greater precision on planned and actual expenditures against results.</p> <p>The Inter-Agency Standing Committee (IASC) Costing Sub-Group agreed on an incremental approach to testing and simulating the application of a proposed costing methodology at humanitarian cluster level; UNICEF has stepped forward to support this costing work and will learn from this for UNICEF approaches.</p> <p>On the basis of the above, a common core methodology may not necessarily be beyond reach as a first step to improving efficiencies. However, generating understanding of results-based management principles, and examining what is most suitable and applicable for the variety of UNICEF programmes, as well as considering system implications for improved management of budgets and resources, is a necessary first step before UNICEF can arrive at a core methodology for assessing programme efficiency. These first actions are detailed below.</p>						

<p>5.1 Roll out the budget formulation tool and support its use by COs to better align resources to results. EMOPS will participate in the IASC simulation exercise of the cost of humanitarian response plans.</p>	<p>DFAM; FRG; EMOPS; and Regional Chiefs of Operations and Planning</p>	<p>Lead - Deputy Director, Budget, Division of Financial and Administrative Management (DFAM) Associate Director, FRG; Deputy Director, EMOPS</p>	<p>Fourth quarter, 2017</p>	<p>Under way</p>	<p>Estimating resources for results as a core part of the RBM training to strengthen results-based budgeting approaches.</p> <p>Design of the budget formulation tool initiated.</p>	<p>Conceptual documents on the budget formulation tool</p> <p>Global Results Network discussion on estimating resource requirements and the budget formulation tool</p>
<p>5.2 The Field Results Group will continue supporting staff to complete the results-based budgeting module of RBM training. Staff will be supported through webinars, network meetings and direct technical and quality assurance support during the programme cycle, as well as annual and ad hoc planning moments to use the budget formulation tool for resource estimations, allocations and budget management.</p>	<p>FRG; PD; EMOPS; DRP; DFAM; and Regional Chiefs of Planning</p>	<p>Lead - Associate Director, FRG Chief, Budget Section, DFAM</p>	<p>Fourth quarter, 2017</p>	<p>Under way</p>	<p>RBB module as part of RBM training.</p> <p>Strategy notes require detailed estimation of resources through application of a bottom-up approach.</p> <p>Global Results Network discussions on RBB, estimating resource requirements and the budget formulation tool.</p>	<p>RBB Module</p>
<p>5.3 Develop a technical note on estimating indirect beneficiaries, to enable staff to measure the positive externalities of programmes.</p>	<p>PD; and FRG</p>	<p>Lead - Associate Director, FRG Deputy Director, PD</p>	<p>Fourth quarter, 2017</p>	<p>Under way</p>	<p>Draft conceptual documents developed.</p>	<p>Draft conceptual documents</p>

<p>5.4 Strengthen value-for-money considerations as part of the results-based budgeting module in the RBM course.</p>	<p>FRG; DRP; and DFAM</p>	<p>Lead - Deputy Director, DRP</p> <p>Associate Director, FRG</p> <p>Senior Budget Manager, DFAM</p>	<p>Third quarter, 2018</p>	<p>Under way</p>	<p>A value-for-money training module has been developed as part of the training on public finance for children offered to UNICEF staff and launched in 2016.</p> <p>A module on aligning resources to results or results-based budgeting, including elements of value for money, is a part of the RBM course.</p>	<p>Public finance training (value for money module)</p> <p>RBB module</p>
<p>Evaluation recommendation 6: Improve the selection of programs for evaluation at UNICEF in order to ensure higher levels of program coverage and introduce more systematic decision making on priorities. While the recently approved Evaluation Policy recommends that all programmes should be evaluated at least once every five years, there is still scope for better linking the decision on which programs and projects should be evaluated first (given limited resources) to the requirements of both the overall agency Strategic Plan and the need to improve program effectiveness. This is especially important at the level of Country Offices, where the rationale for selecting programs and projects for evaluation is not always clear. It may also result in greater attention being given to the links between development and humanitarian programming being supported by UNICEF. The mechanism of the Costed Evaluation Plan (CEP) may represent an important channel for strengthening the process for prioritizing evaluation decisions at country office level.</p> <p>Management response: (Agree, Partially Agree, Disagree): Agree</p> <p>If recommendation is rejected or partially accepted, report reasons:</p>						
<p>6.1 The Evaluation Office will issue guidance with examples of good practice on evaluation coverage of small country programmes; and preparation of costed evaluation plans.</p>	<p>EO</p>	<p>Director, EO</p>	<p>Third quarter, 2017</p>	<p>Not started</p>		<p>UNICEF Revised Evaluation Policy; Annual reports on the evaluation function in UNICEF</p>

<p>6.2 Issue programme instruction (or memorandum) requiring consistent preparation and implementation of integrated monitoring and evaluation plans (IMEPs) at the country and regional level, and CEPs.</p>	EO; and FRG	Director, EO; and Director, FRG	Third quarter 2017	Not started		Programme instruction; IMEPs; CEPs
<p>6.3 Complete building the Evidence Information Systems Integration (EISI) platform, including a component providing oversight of evaluation planning activities. The EISI platform will streamline the information systems used for evaluation and research, providing UNICEF with an integrated, user-friendly system that can plan, monitor, analyse, report on and archive evidence-generation activities and products.</p>	EO	Director, EO	Third quarter, 2017	Under way	Business requirement document prepared. System development initiated.	EISI project business requirements document
<p>6.4 Undertake an evaluation of coverage and quality of UNICEF humanitarian response in complex and/or high-threat environments.</p>	EO	Director, EO	First quarter, 2018	Under way	A reference group has been established. Draft scoping report completed.	Evaluation scoping report
<p>Evaluation recommendation 7: Continue and intensify efforts to strengthen results monitoring, reporting and management systems. This highlights the essential nature of the mandate of the Field Results Group in support of more effective results monitoring and management. In particular, there is a demonstrated need to: a) Develop the capacity of, in particular, UNICEF's implementing partners and their staff for designing, establishing and operating results monitoring and management systems; b) Improve the basic quality of project and program designs, especially as they relate to developing clear and realistic program theories of change (see recommendation one); c) Establish meaningful program results targets to monitor program performance against targets using systems implemented as near to the beginning of the programme cycle as possible; and, d) Provide stronger technical assistance to sustain data collection and results monitoring and reporting by implementing partners.</p> <p>Management response: (Agree, Partially Agree, Disagree): Agree</p> <p>If recommendation is rejected or partially accepted, report reasons:</p>						

<p>7.1 Develop a monitoring policy and supporting procedures that outline the links and areas of convergence in monitoring approaches; highlight capacity-development needs and how these will be addressed; and outline accountabilities linked to monitoring and managing for results.</p>	<p>FRG; DRP; PD; EMOPS; and Regional Monitoring and Evaluation Advisers</p>	<p>Associate Director, FRG Director, DRP</p>	<p>First quarter, 2018</p>	<p>Under way</p>	<p>RBM course developed. Draft data strategy developed for further consultations. HACT framework revised and shared with all COs.</p>	<p>RBM course materials HACT framework</p>
<p>7.2 Results-based management training package to be extended to partners.</p>	<p>FRG; PD; EMOPS; and DRP</p>	<p>Chief, PDG (FRG)</p>	<p>Ongoing</p>	<p>Under way</p>	<p>RBM training for staff and partners. Training of staff and partners on HACT and Funding Authorization and Certificate of Expenditure (FACE). Office assurance plans. Development of PSNs.</p>	<p>Guidance on PSNs RBM course materials HACT framework</p>
<p>7.3 Regional offices to strengthen technical and quality assurance support to COs in establishing indicators and targets, identifying means of verification, and identifying data systems to be used. Enhanced support to be provided when PSNs are being developed, to ensure that the development of monitoring systems is adequately considered.</p>	<p>Regional Monitoring and Evaluation Chiefs; FRG; PD; EMOPS; and DRP</p>	<p>Lead - Associate Director, FRG Regional Monitoring and Evaluation Chiefs</p>	<p>Ongoing</p>	<p>Under way</p>	<p>Annual target-setting established in RAM. RO/HQ mechanism established to support COs during the development of new country programmes.</p>	<p>RAM reports</p>

<p>7.4 The Field Results Group will continue to develop and release e-Tools solutions (a platform for programme management, including target-setting for indicators).</p>	<p>FRG; EMOPS; and DFAM</p>	<p>Lead - Associate Director, FRG</p>	<p>Fourth quarter, 2017</p>	<p>Under way</p>	<p>E-Tools business analysis for monitoring module completed.</p>	<p>E-Tools workplan</p>
<p>7.5 The Division of Data, Research and Policy will develop a data for children strategy to guide UNICEF future data investments and support national statistical agencies and sector ministries. UNICEF offices will be provided with technical support and internal tools and platforms.</p>	<p>DRP; PD; EMOPS; and FRG</p>	<p>Lead - Director, DRP</p> <p>Associate Director, FRG</p> <p>Director, PD</p> <p>Director, EMOPS</p>	<p>Fourth quarter, 2017</p>	<p>Under way</p> <p>Roll-out will be piloted in eight COs in three regions; support will initially focus on strategic planning for data work. Work ready to commence in the second quarter of 2017. Based on the pilot experience, tools and methods will be rolled out for all offices.</p>	<p>Consultations and drafting undertaken over the course of the fourth quarter of 2015 and 2016; draft presented to the Global Management Team in June 2016.</p> <p>At the global level, DRP and PD co-chair the Data Task Force, which will support implementation of the data for children strategy.</p>	<p>Draft data strategy</p>

Evaluation recommendation 8: Develop and promote a more specific definition of innovation in UNICEF programming, one which encompasses programmatic as well as technology-based innovation. Reviewed evaluations indicate that UNICEF supported programs frequently face opportunities to promote innovative methods and approaches for strengthening program design, implementation, technical support, service delivery mechanisms, and ongoing supervision and follow up. In many cases these may be as important or even more important than promoting the use of advanced technologies. There are also opportunities to strengthen the documentation of support to innovation so that national decision makers have better information when deciding whether or not to fund UNICEF supported innovations at national scale. Improving UNICEF’s modelling and evidence gathering and reporting on innovative practices could also strengthen sustainability.

Management response: (Agree, Partially Agree, Disagree): Partially Agree

On the one hand, Management disagrees with the recommendation on the need to develop a more explicit definition of innovation. The UNICEF definition of innovation exists. This definition is not exclusively related to technology-based innovations, and it has been stated frequently that it includes a programme, product, partnership or process. The innovation principles are explicit, and have been endorsed by other United Nations agencies, donors and development partners. The nine Innovation principles are: 1. Design with the user; 2. Understand the ecosystem; 3. Design for scale; 4. Build for sustainability; 5. Be data driven; 6. Use open data, open standards, open source, open innovation; 7. Reuse and improve; 8. Address privacy and security; 9. Be collaborative.

On the other hand, Management agrees with the recommendation on the need to strengthen documentation to improve the accessibility and consistency of information COs can make available to national decision makers when deciding whether or not to adopt and/or adapt UNICEF-supported innovations at national scale.

Evaluability and documentation are incorporated into the interdivisional RapidPro Scale-Up Project, which focuses on documenting how real-time monitoring contributes to programme effectiveness based on evidence. This will provide evidence for real-time monitoring, which can be used to guide all offices and their national counterparts.

If recommendation is rejected or partially accepted, report reasons:

<p>8.1 Document UNICEF-supported innovations to improve the information available to national decision makers.</p>	<p>Office of Innovation; ICTD; Performance Monitoring and Accountability Section, FRG; Policy, Strategy and Network Section, DRP</p>	<p>Director, Office of Innovation; Deputy Director, PD, Chief Information Officer, Information and Communication Technology Division (ICTD); Chief, Performance Monitoring and Accountability Section, FRG; and Chief, Policy, Strategy and Network Section, DRP</p>	<p>Fourth quarter, 2018</p>	<p>Under way</p>	<p>Steering committee created in January 2017 to oversee and document mainstreaming of RapidPro in the organization's real-time monitoring of programmes.</p>	<p>Terms of reference for steering committee</p>
<p>8.2 Provide guidance to ROs, COs and Government partners to ensure that innovative UNICEF interventions adopt high standards of evidence generation and reporting.</p>	<p>Office of Innovation; ICTD; Performance Monitoring and Accountability Section, FRG; Policy, Strategy and Network, DRP</p>	<p>Director, Office of Innovation; Deputy Director, PD; Chief, Performance Monitoring and Accountability Section, FRG; and Chief, Policy, Strategy and Network, DRP</p>	<p>Fourth quarter, 2018</p>	<p>Not started</p>		