





Framework

for the Technical Review
of PROSPECTS Policy Matrix

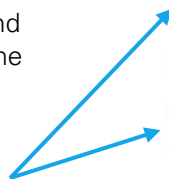
PURPOSE OF THIS PRODUCT

The purpose of this product is to present the methodology, approach and findings of the technical review of the Policy Work design.

The review aims at producing information to better understand the extent to which the technical formulation and design of the policy work facilitates measurement/assessment of progress and therefore accountability and reporting.

The results of the analysis is expected to contribute to clarify whether programme is addressing key levers of change identified in programme documents, and particularly those refer to **supporting national government** and the **inclusion of forcibly displaced people in national systems**, which are intrinsically linked to policy work.

This mainly encompasses the goals included in the policy matrices developed for each country.



PROSPECTS LEVERS OF CHANGE*



1. Supporting national governments: The partnership and each individual partner will work on supporting and strengthening the legal policy framework of hosting governments, as well as the government's capacity to implement policies on refugee inclusion.



2. Supporting inclusion of forcibly displaced people in national systems: assisting, wherever possible, the inclusion of refugees or forcibly displaced populations into national systems on par with the citizens.



3. Service delivery: The aim is to 1) support government provide assistance to refugees and demonstrate to hosting comm, 2) demonstrate proof of concept, such that it may be scaled within national programming



4. Developing Learnings: We share, aggregate, and amplify the Partnership's knowledge and expertise in order to improve the global knowledge base on DAfD.



5. Contributions from Partners: the Partnership will strive for increased effectiveness through the application of the principles of NWoW, and specifically, Alignment with country-based Collective Outcomes or other relevant country-level outcomes, Joint planning, programming and implementation, incl. joint reporting against a common results framework and Joint learning and innovation.



6. Localization and quality downstream partnerships. to support and sustainably strengthen the capacity of national actors, sub-government, or non-government national actors in line with the localisation and whole-of-society principles.

*As per the PROSPECTS 2024-2027 Theory of change

The analysis is guided by results from previous deliverables submitted as part of the iterative evaluations, but also in response to limitations and recommendations included in other key documents developed within the PROSPECTS context, as follows:

MEL CONSOLIDATED OUTCOME REPORT

Enhancing Qualitative Reporting

- Develop templates and guiding questions to support country teams in preparing qualitative inputs before MEL sessions
- Promote cross-partner collaboration in documenting and disseminating lessons learned

Communication and Storytelling

- Combine quantitative and qualitative evidence from multiple sources (tracer studies, global surveys, integrated frameworks) to craft compelling narratives of impact, whose format may potentially be presented as multi-agency product (e.g studies and assessments).

Collaborative Opportunities

- Explore synergies with global surveys and other monitoring tools to build comprehensive narratives of change.

Next steps

- Explore aligned assessment activities under MEL to reduce duplication and improve measurement consistency.
- Track the impact of policy discussions and cross-country learning, because that is our true value added at global and regional level.

EVALUATION OF PROSPECTS 2019-24

Key Limitation:

- The M&E data do not give a full and accurate overview of the results for various reasons:
 - 1) despite the existence of indicator sheets guiding monitoring, some indicators have been interpreted and measured differently by the different partners and sometimes even differently by the same partner in different countries,
 - 2) not all indicators are used in all countries, and
 - 3) not all results are captured by the selected indicators for the dashboard, and are therefore not registered in the dashboard.

As the M&E dashboard is the only available source for this type of information, the data is used in the report with clear mentioning of the limitations.

LINKAGES TO THE FINAL EVALUATION REPORT

The **technical review** will also provide key information to address the four main questions considered for the final evaluation report, namely:

1. How effectively does PROSPECTS demonstrate that its **work goes beyond direct service delivery** to influence broader policy and legal change and the inclusion of forcibly displaced people in national systems?



Framework for measuring

2. What evidence exists that PROSPECTS' interventions have contributed to **lasting systemic change**, rather than only short-term outputs?



Evidence of systemic change

3. How can PROSPECTS distinguish its **specific contribution from that of other actors** working on the same policy or legal reforms?



Role played framework

4. How can the programme ensure that **results are interpreted fairly across operating contexts**, factoring in country-specific constraints (such as political instability, government will, or legal restrictions) when reporting on results?



Context categorization

WAYS OF ADDRESSING KEY QUESTIONS*

TECHNICAL REVIEW + POLICY MEASUREMENT FRAMEWORK

Providing better grounds to understand how PROSPECTS is contributing to supporting national government and the inclusion of FDP in national systems. **The idea is to better track progress on the level of achievement of existing policy priorities' milestones (Level 1 of the policy measurement framework developed)**

ADDITIONAL LAYER OF ANALYSIS – SISTEMIC CHANGE

Providing better grounds to understand how PROSPECTS is contributing to supporting national government and the inclusion of FDP in national systems. **The idea is to go beyond policy priority milestone achievement to understand the actual level of development at a systemic level.**

ADDITIONAL LAYER OF ANALYSIS – ROLE PLAYED BY PROSPECTS

This area **clarifies the specific role that PROSPECT plays in supporting the institutionalization of services** and the development of national policies and frameworks.

ADDITIONAL LAYER OF ANALYSIS – CONTEXT FACED BY PROSPECTS

This assessment contributes to **understanding the operational context of PROSPECTS in the different countries**, thereby enabling an accurate evaluation of achievement levels across diverse settings.

*As described in PROSPECTS 2024-2027 Theory of change

APPROACH

To ensure consistency and comparability across countries, we applied a common technical quality standard to all milestone statements. This standard was designed to assess whether policy matrices were optimal for monitoring progress and supporting reportin. Focusing on the **policy priorities** that are **led by UNICEF** in each country, we assessed the **technical quality** of the policy matrix design, from a M&E point of view.

A) Quality Standard

Each milestone was reviewed and rated, with constructive feedback provided when needed to inform future MACP programme design, regarding the following variables:

- **Result orientation:** Milestones capture expected results, not expected actions performed by the PROSPECTS partners.
- **Clarity and specificity:** Statements are unambiguous, with events that mark the achievement of the milestone, allowing independent interpretation and assessment.
- **Multiple results in a statement difficult clear assessment:** Each milestone should capture a single, observable change (output or outcome), avoiding compound or process-heavy formulations.
- **Temporal definition:** Timeframes are explicitly defined and feasible, reflecting the actual pace of policy processes in context.

These variables assure actionability: Statements are formulated in a way that can inform tracking, accountability, and course correction during implementation.

UNICEF-led milestones			Variables											
POLICY INFORMATION				QUALITY STANDARD										
PI pillar	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity result	Score	Justification	One single result	Score	Justification	Clear measurement	Score	Justification	Time-bound achievement	Score
EDUCATION	Access to TVET	2. Access to the national education system for FOPs enhanced through inclusive policy formulation and programming at all levels of MoE.	2.1 By the end of 2024, the state MoE education and partner plans and education coordination mechanisms established will include FOPs to catalyze the incorporation of FOPs in the national system.	1	1		1	1		Clear	1		Yes	1
			2.2 By the end of 2025, new national transitional education plans and Education Sector Plans initiated by the Local Education Group and MoE at the state and national levels will integrate non-formal and formal education FOPs.	1	1		1	1		Clear	1		Yes	1
			2.3 By the end of 2025, the Revised Sudan National Strategy and Costed Plan of Action for Refugee's Education will be adopted federal MoE once operational.	1	1		1	1		Medium	0,5	The narrative is not clear enough	Yes	1
			2.4 By the end of 2026, a harmonized skills development and TVET Policy will be drafted by the Ministry of Education and the policy adopted by end of 2027 by development partners, Supreme Council and Technical Vocational Education and the Ministry of Education.	1	1		2	0,5	Policy development and adoption	Clear	1		Yes	1
			2.5 Development partners, state ministries, and the federal Ministry of Education will adopt a new education, skills, TVET training programming, and financing plan for Sudan, inclusive of FOPs, by the end of 2027.	1	1		2	0,5	Adoption of new programming and financial plan	Clear	1		Yes	1
			SCORE				5	5		6,5	6,5		6,5	6,5
PROTECTION	Access to national protection & case management	3. Policy Priority: Inclusive child protection legislation and systems are in place, including inclusion of refugee children in the Child Protection case management system	3.1 By the end of 2024, the Standard Operating Procedures for Child Protection Case Management system will include refugee children, and its functioning will be endorsed by authorities/coordination mechanisms in the target states.	1	1		2	0,5	Finalized and enacted, when this occurs on separate steps	Clear	1		Yes	1
			3.2 By the end of 2025, preparatory work to revise policy and regulation on children without parental care/UNSCs (alternative care) will be finalized and enacted by the end of 2026 by MoSD upon the government's resumption of its legislative function.	1	1		2	0,5	Finalized and enacted, when this occurs on separate steps	Clear	1		Yes	1
			3.3 By the end of 2026, support the relevant authorities in re-submitting the proposed Child Act 2020 (refugee-included) for approval.	1	1		1	1		Clear	1		Yes	1
			3.4 By the end of 2027, the government of Sudan will adopt an inclusive revised Child Act upon government resumption of its legislative function.	1	1		1	1		Clear	1		Yes	1
			SCORE				5	5		4,75	4,75		5	5
SOCIAL PROTECTION	Inclusion of Refugees & FOP in national	4. Inclusive Social Protection regulation and strategy in place	4.1 By the end of 2025, the new social protection strategy that is inclusive of FOPs will be re-introduced for discussion with relevant stakeholders and adopted by MoSD by the end of 2026.	1	1		2	0,5	Introduced for discussion and adopted	Clear	1		Yes	1
			SCORE				5	5		5,5	5,5		5	5

Example of assessment of policy matrix technical quality.

Each milestone was reviewed against these criteria and assigned a qualitative rating, accompanied by targeted feedback to strengthen future MACP cycles and improve the usability of policy matrices as management tools. See details of the variables in next page.

Scores closer to 1 indicate that milestone statements meet the defined **quality standard**: they are clear, specific, measurable, and operationally useful for tracking progress. Scores closer to 0 suggest weaker formulation, such as vague, multi-layered, or non-measurable statements that limit their usefulness for monitoring and decision-making. In this sense, higher scores reflect stronger technical quality and greater potential for effective programme management.

A) Quality Standard Variables

This rubric assesses the **technical quality** of the Policy Matrix design by analysing how **policy priorities** and **milestones** are formulated.

It focuses on four key **dimensions**: level of results, number of results, specificity, and time framing.

Each dimension is **scored** to allow in-country analysis and identification of design strengths and gaps.

Type	Variables	Values	STANDARD	How to measure	Rubric
Policy Matrix DESIGN	Activities vs Results	Analysis on whether milestones are activity-based or results based. 1. Activities : actions under our sphere of control 2. Results : changes triggered by our activities (outputs and outcomes)	Results (activities belong in the MACP activity portfolio)	Number of milestones including results: • Activities – 0 point • Results – 1 points Divided by the number of milestones	1 point: green 0-1 points: yellow 0 points: red
	Number of expected results per milestone	Number of results in the milestone statement. Milestones should focus on only one clear and distinct result. Combining several results in one statement makes it more difficult to assess its achievement (e.g. "Develop and implement and monitor strategy")	One clear result per milestone	Sum of points for each milestone: • 1 result - 1 points • 2 results – 0.5 points • 3 results – 0 points Average score across milestones	1 point: green 0-1 points: yellow 0 points: red
	Clear to assess when the milestone is achieved	1. Vague : vague or not easy to assess completion (ex. Social welfare workforce strengthened) 2. Medium : partially defined but lacks clear verification. Reference to the completion of the milestone mentioned but components not clearly broken down (ex. Fully operationalize the MFP guidelines) 3. Clear : clearly defined, observable, completion milestone (ex. Strategy approved by the Ministry)	Clear	Sum of points for each milestone: • Vague – 0 point • Medium – 0.5 points • Clear – 1 points Divided by the number of milestones	1 point: green 0-1 points: yellow 0 points: red
	Time-bound milestones	Milestones include a clear deadline indicating when results are expected.	Deadline included	Number of milestones including deadline / total number of milestones	1 point: green 0-1 points: yellow 0 points: red

This rubric enables a standardized assessment of design quality across countries, supporting systematic analysis and programmatic learning.

B) Levels of Policy Change aimed by each milestone

In addition, each milestone was mapped against a standardized **policy change continuum** to assess the level of transformation it aims to achieve. This allows moving beyond activity tracking to a more nuanced understanding of where and how change is expected to occur within the policy cycle.

This framework distinguishes between **early-stage enabling conditions** (e.g., evidence generation, stakeholder commitment) and more **advanced stages** of system change (e.g., policy adoption, implementation, and use). It also captures whether milestones contribute to **upstream** influence (agenda-setting and design) or **downstream** change (delivery, uptake, and institutionalization).

By applying this continuum consistently, the analysis identifies:

- The **distribution of effort** across the policy cycle (e.g., concentration in design vs implementation)
- Potential **gaps** or **bottlenecks** (e.g., strong commitments but weak resourcing or implementation)
- The **depth** of intended change, distinguishing symbolic or procedural progress from substantive system transformation

This enables a more robust cross-country learning of policy work, highlighting not only what has been planned, but the level of change that programmes are realistically positioned to influence.

Positions further to the right of the **continuum** indicate more **advanced stages** of policy change (e.g., implementation, use, or institutionalization). However, there is no universally “ideal” position: the relevance of each level depends on the country context, particularly the maturity of the policy environment regarding refugee inclusion. Early-stage positions (e.g., evidence generation or commitments) may be appropriate and necessary in less advanced contexts, while more advanced levels are expected where systems are already more developed. The framework therefore supports contextualized interpretation rather than normative judgment.

UNICEF-led milestones				7 levels of policy						
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	1. Needs and evidence	2. Commitments	3. Policy adoption/enactment	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
PROTECTION	Access to national protection & case management	1. Supporting the Government of Iraq in the development and strengthening of legal frameworks to ensure access to asylum, prevention of refoulement, the prevention of statelessness and adequate protection for refugees, asylum seekers and stateless persons.	1.1 Government of Iraq (GoI) enacts a new refugee law in line with international standards to provide a sound legal framework for refugee protection by 2025 (related to indicative 2023 GRF pledge).			X	X			
			1.2 Federal and KRG authorities pass the Administrative Instructions by mid-2024.			X	X			
			1.3 Prevention of juvenile delinquency becomes a priority for government.		X	X	X			
EDUCATION	Access to national education system	3. Advancing inclusion of forcibly displaced persons in strengthened national education (and TVET) systems	3.1 The implementation of REIP is expanded to also include refugee children from grades 6 to 9 by 2027 (related to indicative 2023 GRF pledge on inclusive access of refugees to public services).			X				
			3.2 Operationalization of Technical Vocational Qualification Framework and establishing National Occupational Standards					X		
			3.3 Key pillars of the National Youth Vision related to skills building, civic engagement and volunteering are operationalized.					X		
			3.4 Roll out of the REIP for grade 6th (October 2024), Roll out of the REIP for grade 7th (October 2025), Roll out of the REIP for grade 8th (October 2026), Roll out of the REIP for grade 9th (October 2027)				X	X		
INFRASTRUCTURE	Inclusion of Refugee & FPP in National Social Protection Systems	5. Inclusive access to WASH and infrastructure	5.1 Significant progress is made in the implementation of Iraq Vision 2030 for sustainable solutions by 2027.					X	X	
			5.2 Management and coordination of water resources and WASH services is improved between GoI and KRG.					X		
			5.3 Establishment of Education sector coordination mechanisms in Ninewa, Dohuk and Erbil.					X		

Example of assessment of policy milestones’ level of policy change.

B) Policy Change Continuum

This layer of analysis reflects the actual **contribution** made through each policy priority milestone to the policy work continuum (defined as a sequence of steps reflecting the level of policy development in a given country).

It captures both the **enabling environment** for refugee inclusion (political will, legal framework, resources), the service delivery (implementation), demand (coverage and use), and the quality of the targeted level of policy change, allowing for a more nuanced interpretation of results across countries.

Variables	Values	How to measure
Levels of policy change targeted	1. Needs and evidence : A baseline policy, strategy or legal framework issue has been identified. Evidence collected.	Levels of policy change achieved per milestone
	2. Commitments : A firm discursive commitment from key policy actors for a new or revised policy, strategy or legal framework	
	3. Policy adoption/ prevention : A new or revised policy, strategy or legal framework officially adopted by the responsible State body. /A negative policy proposal has been prevented or blocked. A new or revised policy, strategy or legal framework related to PROSPECTS priorities has been developed. Includes drafting the relevant documents	
	4. Resourcing : A policy, strategy or legal framework adopted and related to PROSPECTS priorities has been secured with adequate resource allocation.	
	5. Implementation : A policy, strategy or legal framework is implemented. Includes integration into national systems and establishment of coordination mechanisms.	
	6. Coverage and use : Demand generation of relevant services promoted, to ensure its actual use	
	7. Monitoring and evaluation : The govt. or carry out a policy monitoring, review and /or policy evaluation. Includes Multi-Partner Monitoring Mechanism	

This partially overlaps with the policy influence modalities described in the **IOB evaluation**:

1. Agenda setting (**Needs and evidence** and **Commitments**)
2. Technical support (**Policy adoption** and **Implementation**)
3. Financial leverage (**Resourcing**)
4. Pilots (**implementation**, **coverage and use**, and **Monitoring and evaluation**)

Overview of each country

UNICEF-led milestones															Quality standard variables															7 levels of policy						
POLICY INFORMATION				QUALITY STANDARD												LEVEL OF POLICY CHANGE																				
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/ result	Score	Justification	One single result	Score	Justification	Clear assessment	Score	Justification	Time-bound milestones	Score	1. Needs and evidence	2. Conclusions	3. Policy adaptation/ revision	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and															
EDUCATION	Access to TVET	2. Access to the national education system for FDPs enhanced through inclusive policy formulation and programming at all levels of MoE.	2.1 By the end of 2024, the state MoE education and partner plans and education coordination mechanisms established will include FDPs to catalyze the incorporation of FDs in the national system.	1	1		1	1		Clear	1		Yes	1			X																			
			2.2 By the end of 2025, new national transitional education plans and Education Sector Plans initiated by the Local Education Group and MoE at the state and national levels will integrate non-formal and formal education FDPs.	1	1		1	1		Clear	1		Yes	1			X	X																		
			2.3 By the end of 2026, the Revised Sudan National Strategy and Costed Plan of Action for Refugee's Education will be adopted federal MoE once operational.	1	1		1	1		Medium	0,5	The narrative is not clear enough	Yes	1			X	X																		
			2.4 By the end of 2026, a harmonized skills development and TVET Policy will be drafted by the Ministry of Education and the policy adopted by end of 2027 by development partners, Supreme Council and Technical Vocational Education and the Ministry of Education	1	1		2	0,5	Policy development and adoption	Clear	1		Yes	1		X	X	X																		
			2.5 Development partners, state ministries, and the Federal Ministry of Education will adopt a new education, skills, TVET training programming, and financing plan for Sudan, inclusive of FDPs, by the end of 2027.	1	1		2	0,5	Adoption of new programming and financial plan	Clear	1		Yes	1			X	X																		
			SCORE		1			0,8			0,8			1																						
PROTECTION	Access to national protection & case management	3. Policy Priority: Inclusive child protection legislation and systems are in place, including inclusion of refugee children in the Child Protection case management system	3.1 By the end of 2024, the Standard Operating Procedures for Child Protection Case Management system will include refugee children, and its functioning will be endorsed by authorities/coordination mechanisms in the target states.	1	1		2	0,5	Finalized and enacted, when this occurs on separate steps	Clear	1		Yes	1		X	X	X																		
			3.2 By the end of 2025, preparatory work to review policy and regulation on children without parental care/UASCs (alternative care) will be finalized and enacted by the end of 2026 by MoSD upon the government's resumption of its legislative function.	1	1		2	0,5	Finalized and enacted, when this occurs on separate steps	Clear			Yes	1		X	X																			
			3.3 By the end of 2026, support the relevant authorities in re-submitting the proposed Child Act 2020 (refugee-included) for approval.	1	1		1	1		Clear	1		Yes	1		X	X																			
			3.4 By the end of 2027, the government of Sudan will adopt an inclusive revised Child Act upon government resumption of its legislative function.	1	1		1	1		Clear	1		Yes	1		X	X	X																		
			SCORE		1			0,75			1			1																						
SOCIAL PROTECTION	Inclusion of Refugee & FDP in National	4. Inclusive Social Protection regulation and strategy in place	4.1 By the end of 2025, the new social protection strategy that is inclusive of FDPs will be re-introduced for discussion with relevant stakeholders and adopted by MoSD by the end of 2026.	1	1		2	0,5	Introduced for discussion and adopted	Clear	1		Yes	1		X	X	X																		
			SCORE		1			0,5			1			1																						

Example of assessment of policy matrix technical quality.

Example of assessment of policy milestones' level of policy change.

A black and white photograph of three children, two girls and one boy, standing close together and looking at the camera. The child on the left is a boy with dark, curly hair, wearing a light-colored hoodie. The child in the middle is a girl with dark hair pulled back, wearing a sweater with a heart pattern. The child on the right is a girl with dark hair, wearing a textured, fuzzy sweater. The background is a plain, light-colored wall.

Policy Matrix
Technical Review

Lebanon

Overview

Lebanon operates in a highly constrained but policy-dense environment shaped by overlapping crises and institutional fragility. Reflecting that, Lebanon's policy matrix shows strong technical quality but reflects a mature policy environment where the challenge shifts from design to effective implementation and system-level change.

POLICY INFORMATION				QUALITY STANDARD										LEVEL OF POLICY CHANGE							
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/ result	Score	Justification	One single result	Score	Justification	Clear assessment H	Score	Justification	Time-based milestones	Score	1. Needs and evidence	2. Commitments	3. Policy adoption/development	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
EDUCATION	Access to TVET	1. Ensuring access to post-secondary education (VET) (MPT/TVET) while ensuring a seamless transition to formal education system (public and TVET schools)	1.1 By the end of 2024, the TVET Directorate in cooperation with Prospects partners, will initiate 3 key reforms based on the strategic objectives of the TVET National Strategic Framework (2024-2029) in cooperation with TVET private sector (all levels)	Result	1		3	0		Medium	0.5	"Initiate" 3 reforms	Yes	1			X				
			1.2 By the end of 2024, Draft the Multiple Teacher Pathways (MTP) guidelines, policies and framework.	Result	1		1	1		Good	1	Draft	Yes	1		X					
			1.3 By the end of 2025, Pilot test and endorse the MTP guidelines, policies and framework.	Result	1		1	1		Good	1	Tested pilot	Yes	1		X					
			1.4 By the end of 2026, Fully operationalize the MTP guidelines, policies and framework.	Result	1		1	1		Medium	0.5	"Fully"	Yes	1			X	X	X		
PROTECTION	Access to national protection & case management	5. Reforming and implementing inclusive Child Protection and GBV legal frameworks and Action Plans	1.5 By the end of 2027, Standardize and launch the MTP guidelines, policies and framework of the national level as an integral part of the MEVE's new 5-year strategic plan	Result	1		1	1		Medium	0.5	But then 1.4, was not "fully"??	Yes	1			X	X	X		
			SCORE		1.0			0.0			0.5			1.0							
			5.1 By end of 2024, Law 422 enacted and by end of 2025, SOPs on Diversion/ Alternative Disposition Measures developed for its implementation. By end of 2024, revision of Standard Operating Procedures for the Protection of Juveniles in Lebanon	Result	1		3	0		Good	1	3 different topics: Law 422 approved, Sop on diversion approved and Sop on juveniles protection reviewed	Yes	1			X	X	X		
			5.2 Secure welfare work has strengthened community and by end of 2024, international pathway for case management endorsed and fully operational	Result	1		2	0.5		Low	0	SWW strengthened too vague - outcome, pathways (output)	Yes	1			X	X	X		
SOCIAL PROTECTION	Inclusion of Refugees & IDP in National Social Protection	6. Support the national priority to build a comprehensive and coordinated social protection system under the National Social Protection Strategy (NSPS) that benefits children as well as parents with disabilities while simultaneously growing demand for key services (cash plus)	5.3 By end of 2024, MHPS sub strategy endorsed and on course for implementation nationwide	Result	1		1	1		Good	1	Implementation nationwide	Yes	1			X	X			
			5.4 By 2026, a robust system for data collection, monitoring, and reporting is developed to evaluate the effectiveness of the revised SOP	Result	1		1	1		Good	1	MIS system for SOP, but which SOP??? To evaluate effectiveness of Sop is another expected result? Or just info?	Yes	1							X
			5.5 By end of 2027, Child abuse action plan implemented (community) through 8 area based (R04) intervention services (significant expansion with 2 sub-linker projects)	Result	1		1	1		Good	1	Plan implemented in 8 areas	Yes	1					X		
			SCORE		1.0			0.0			0.0			1.0							
SOCIAL PROTECTION	Inclusion of Refugees & IDP in National Social Protection	6. Support the national priority to build a comprehensive and coordinated social protection system under the National Social Protection Strategy (NSPS) that benefits children as well as parents with disabilities while simultaneously growing demand for key services (cash plus)	6.1 By 2025, focus coordination mechanisms for National Social Protection Strategy in place and key actors supported. Once the Strategy is approved, Social Protection Actors (such as UNICEF, the JRS, UN and others) will be supporting the establishment of a government led coordination structure in coordination with key functions will be established in addition to thematic technical assistance. The foreseen coordination architecture includes a high-level steering committee (in addition to thematic / other sector working groups). In addition, coordination is expected to continue through existing cross regional sector working groups (e.g. Basic Assistance in the policy alignment and synergies of benefits and assistance packages provided)	Result	1		1	1		Medium	0.5	Medium ("in place" = in place the secretariat + steering committee + working groups? How many meetings?)	Yes	1						X	
			6.2 In 2024 technical support to build national databases and the social registry that is inclusive of persons with disabilities which is inclusive of the technical assistance provided to MOSA's Rights and Access programme to upgrade their existing disability register and its respective Management Information System, which facilitates interoperability with other available databases at national level and as well as contribute towards building the country's social registry, as per the National Social Protection Strategy	Result	1		3	0		Medium	0.5	Medium ("is inclusive", "facilitates interoperability")	Yes	1						X	
			6.3 In 2024, technical support will be provided to build national databases and the social registry that is inclusive of persons with disabilities which is inclusive of the UNICEF technical assistance provided to MOSA's Rights and Access programme to upgrade their existing disability register and its respective Management Information System, which facilitates interoperability with other available databases at national level as well as contribute towards building the country's social registry, as per the National Social Protection Strategy	Activity	0		3	0		Medium	0.5	Medium ("Technical support and assistance" = how much?)	Yes	1						X	
			SCORE		0.5			0.0			0.0			1.0							

Explanations in detail in the following slides.

A) Quality Standard

The technical review of Lebanon's policy matrix shows overall **strong** performance in **clarity** and **structure**, particularly in the formulation of results-oriented and time-bound milestones. Most milestones are clearly anchored in concrete policy achievements (e.g., legal frameworks, SOPs, strategies), which strengthens their measurability and facilitates monitoring.

POLICY INFORMATION			QUALITY STANDARD			
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	Activity/ result	One single result	Clear assesement	Time-bound milestones
EDUCATION	Access to TVET	1. Enabling access to nonformal education MFP (NFE/TVET) while ensuring a seamless transition to formal education systems (public and TVET schools).	1,0	0,8	0,7	1,0
PROTECTION	Access to national protection & case management	5. Reforming and implementing inclusive Child Protection and GBV legal frameworks and Action Plans	1,0	0,9	0,8	1,0
SOCIAL PROTECTION	Inclusion of Refugee & I	6. Support the national priority to build a comprehensive and coordinated social protection system under the National Social Protection Strategy (NSPS) that benefits children as well as people with disabilities while simultaneously providing referrals to key services ('cash plus').	0,7	0,3	0,5	1,0

However, some limitations are observed:

- Certain milestones remain **too broad** or multi-layered, combining **several** elements or results within a single statement.
- Elements related to quality of change (e.g., effectiveness, use, or institutionalization) are not always fully specified
- In some cases, the distinction between outputs and outcomes is blurred, particularly in areas related to system strengthening

Overall, the matrix demonstrates a solid technical foundation, with room to further strengthen precision and result orientation in selected areas.

A) Quality Standard (detailed)

POLICY INFORMATION				QUALITY STANDARD										
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Actual/ result	Score	Justification	One single result	Score	Justification	Clear assessment	Score	Justification	Time-bound milestones	Score
EDUCATION	Access to TVET	1. Enabling access to nonformal education MFP (NFE/TVET) while ensuring a seamless transition to formal education systems (public and TVET schools).	1.1 By end of 2024: The TVET Directorate in cooperation with Prospects partners, will initiate 3 key reforms based on the strategic objectives of the TVET National Strategic Framework (2024-2028) in cooperation with TVET private sector task forces.	Result	1		3	0		Medium	0,5	"initiate" 3 reforms	Yes	1
			1.2 By the end of 2024: Draft the Multiple Flexible Pathways (MFP) guidelines, policies and framework.	Result	1		1	1		Good	1	Draft	Yes	1
			1.3 By the end of 2025: Pilot test and analyze the MFP guidelines, policies and framework.	Result	1		1	1		Good	1	Tested pilot	Yes	1
			1.4 By the end of 2026: Fully operationalize the MFP guidelines , policies and framework.	Result	1		1	1		Medium	0,5	"fully"	Yes	1
			1.5 By the end of 2027: Standardize and launch the MFP guidelines , policies and framework at the national level as an integral part of the MEHE's new 5-year strategic plan.	Result	1		1	1		Medium	0,5	But then 1.4. was not "fully"??	Yes	1
SCORE					1,8			0,8		0,7				1,8
PROTECTION	Access to national protection & case management	5. Reforming and implementing inclusive Child Protection and GBV legal frameworks and Action Plans	5.1 By end of 2024, Law 422 enacted and by end of 2025, SOPs on Diversion/ Alternative Correctional Measures developed for it's implementation. By end of 2024, revision of Standard Operating Procedures for the Protection of Juveniles in Lebanon	Result	1		3	0		Good	1	3 different topics: Law 422 approved, SoP on diversion approved and SoP on juveniles protection reviewed	Yes	1
			5.2 Social welfare workforce strengthened (continuous) and by end of 2024, interministerial pathways for case management endorsed and fully operational;	Result	1		2	0,5		Low	0	SWW strengthened (too vague - outcome), pathways (output)	Yes	1
			5.3 By end of 2024, MHPSS sub strategy endorsed and on course for implementation nationwide;	Result	1		1	1		Good	1	Implementation nationwide	Yes	1
			5.4 By 2026, a robust system for data collection, monitoring, and reporting is developed to evaluate the effectiveness of the revised SOP	Result	1		1	1		Good	1	M&E system for SoP... but which SOP??? "to evaluate effectiveness of SoP" is another expected result? Or just info?	Yes	1
			5.5 By end of 2027, Child labour action plan implemented (continuous) through 8 area based child labour task forces: (gradual expansion with 2 task forces annually)	Result	1		1	1		Good	1	Plan implemented in 8 areas	Yes	1
SCORE					1,8			0,8		0,6				1,8
SOCIAL PROTECTION	Inclusion of Refugee & FDP in National Social Protection Systems	6. Support the national priority to build a comprehensive and coordinated social protection system under the National Social Protection Strategy (NSPS) that benefits children as well as people with disabilities while simultaneously providing referrals to key services ('cash plus').	6.1 By 2025, Nexus coordination mechanisms for National Social Protection Strategy in place and key actions supported: Once the Strategy is approved, Social Protection Actors such as UNICEF, the WB, ILO and others will be supporting the establishment of a government led coordination structure (a secretariat with key functions will be established in addition to thematic technical assistance). The foreseen coordination architecture is inclusive a high-level steering committee in addition to thematic / pillar level working groups. In addition, coordination is expected to continue through existing crisis response sector working groups (ie. Basic Assistance) on the potential alignment and synergies of benefits and assistance packages provided.	Result	1		1	1		Medium	0,5	Medium ("in place" = in place the secretariat + steering committee + working groups? How many meetings?)	Yes	1
			6.2 In 2024 technical support to build national databases and the social registry that is inclusive of persons with disabilities which is inclusive of the technical assistance provided to MOSA's Rights and Access programme to upgrade their existing disability roster and its respective Management Information System , which facilitates interoperability with other available databases at national level as well as contributes towards building the country's social registry, as per the National Social Protection Strategy.	Result	1		3	0		Medium	0,5	Medium ("is inclusive", "facilitates interoperability")	Yes	1
			6.3. In 2024, technical support will be provided to build national databases and the social registry that is inclusive of persons with disabilities: which is inclusive of the+B6:C7 technical assistance provided to MOSA's Rights and Access programme to upgrade their existing disability roster and its respective Management Information System , which facilitates interoperability with other available databases at national level as well as contributes towards building the country's social registry, as per the National Social Protection Strategy.	Activity	0		3	0		Medium	0,5	Medium ("Technical support and assistance"= how much?)	Yes	1
			SCORE					0,7			0,3		0,5	

B) Levels of Policy Change aimed by each milestone

The mapping of milestones along the policy change continuum in Lebanon shows a strong concentration in the **mid-to-late stages** of the policy cycle, particularly around policy **adoption**, **resourcing**, and **implementation**.

In the **education** and **protection** pillars, milestones reflect a relatively **advanced** positioning, with several efforts already moving beyond design toward operationalization and implementation of frameworks, guidelines, and SOPs. This suggests that, in these areas, the programme is contributing to **translating** policy **commitments** into concrete **systems** and practices.

In contrast, within the **social protection** pillar, milestones are more concentrated at the level of **coverage** and **use**, indicating a focus on **expanding** and integrating existing systems (e.g., social registries, interoperability). This reflects engagement with system-level functionality, although often without explicit articulation of earlier stages such as evidence generation or formal policy adoption.

Across pillars, smaller concentration is observed in the early stages of the continuum (needs and evidence, commitments), suggesting that the programme is primarily operating in contexts where **policy foundations** are already in place. At the same time, relatively fewer milestones explicitly address monitoring and evaluation, pointing to a potential gap in closing the policy cycle and ensuring feedback into system improvement.

Overall, Lebanon's policy matrix reflects a relatively **mature** policy environment, where the added value of the programme lies less in initiating policy change and more in supporting implementation, system integration, and effective use.

Conclusions

Several lessons emerge from the technical review of Lebanon’s policy matrix:

- **Strong policy environments require sharper milestones**
As systems become more advanced, the challenge shifts from defining actions to specifying the quality and depth of change (e.g., effectiveness, coverage, sustained use).
- **System change requires attention beyond adoption**
Several milestones reach the level of policy adoption or strategy development, but fewer explicitly address implementation quality, uptake, and institutionalization.
- **Clarity is not enough—focus in one result matters when measuring progress**
Even well-written milestones can lose usefulness if they combine multiple objectives. Precision and simplicity are key to ensuring they remain actionable.
- **Context matters in interpreting ambition**
Lebanon’s positioning along the continuum reflects a relatively advanced policy environment in some sectors, where expectations should increasingly focus on delivery and sustained impact, rather than design alone.

Lebanon’s policy matrix is technically strong and reflects a mature policy environment, but it could increase its added value improving the precision of milestones better reflecting its focus toward implementation quality, system integration, and measurable outcomes.



Policy Matrix
Technical Review

Jordan

Overview

Overall, the policy matrix for Jordan demonstrates certain technical foundation, yet it requires enhanced precision and sequencing of results with clear deadlines in selected areas (particularly regarding education and infrastructure-related milestones).

POLICY INFORMATION				QUALITY STANDARD										LEVEL OF POLICY CHANGE							
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/ result	Score	Justification	One single result	Score	Justification	Clear assessment	Score	Justification	Time-bound milestones	Score	1. Needs and evidence	2. Commitments	3. Policy adoption/prevention	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
EDUCATION	Access to TVET	1. Education and learning linked to the job market	1.1 Lessons learned from school-level programming leads to national discussions on the effectiveness and impact of empowering schools to become more accountable for learning, well-being and inclusion of all children and adolescents in basic schools.	Result	1		2	0,5		Medium	0,5		No	0		X					
			1.2 Field directorates and schools are using learning and retention data to become more accountable for the well-being and learning of boys and girls aged 10 and above in the most vulnerable areas of Jordan and in the Syrian refugee camps.	Result	1		2	0,5		Clear	1		No	0					X		
			1.3 Coordinated outreach to share accurate information on the availability of scholarships, including Technical Vocational Educational Training (TVET) and other educational certificates, upskilling programs and programs that facilitates access to higher education and labour market.	Activity	0	In principle, the milestone focuses on coordination, not on the actual sharing of information.	3	0	Coordination, sharing of information and access to higher education and labour market	Medium	0,5	Partially defined but lacks clear verification	No	0						X	
			1.4 National Youth Strategy is operationalized and monitored with youth people's engagement	Result	1		2	0,5		Medium	0,5	Not clear what "operationalized" really means	No	0							X
			1.5 Reflection of refugee data in National Education Management Information System (EMIS/SIS)	Result	1		1	1		Medium	0,5		No	0					X		
			1.6 By 2025, refugees access to inclusive and quality education under the national education systems as well as the completion of education with relevant skills locally and through enhanced use of complementary pathways.	Result	1		3	0		Clear	1		Yes	1					X		
			SCORE		0,80			0,42			0,60			0,17							
SOCIAL PROTECTION	Inclusion of Refugee & IDP in National Social Protection Systems	6. Legislative, policy and structural reforms for sustainable and strengthened protection systems, including social protection (social security) and child protection, with a focus on the most vulnerable, including informal workers, refugees, women and girls, and youth.	6.1 As an implementation support of National Social Protection Strategy, evidence is generated including an analysis and investment case for inclusive contributory and non-contributory social protection approaches (e.g. Estdima++, Cash Plus model amongst other), and structures/capacities for nexus coordination are enhanced	Result	1	If we focused on the first statement, it is activity-based, if we focus on the second, it's results based	2	0,5	Structures/capacities enhanced	Clear	1		No	0	X						
			6.2 A sustainable national model for extension of social security to informal economy workers is institutionalized based on lessons learned through Estdima++. By 2027, national contribution subsidies are made available to vulnerable groups of workers on a permanent basis	Result	1		2	0,5	Institutionalization of the model and subsidies available	Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	Yes	1					X		
			6.3 Government of Jordan to Institutionalize Cash Plus model and NAF staff to have capacity to operationalize Cash Plus intervention, while sustaining UNICEF-led Cash plus interventions.	Result	1		2	0,5	Institutionalization of the model and capacities of staff	Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	No	0				X			
			6.4 Execution of the developed national roadmap for Child Rights Law	Result	1		1	1		Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	No	0				X			
			6.5 Yearly national reports assessing the implementation of the law and contributing to the National CRC reports.	Result	1		1	1		Clear	1		No	0						X	
			6.6 Development and implementation of a national multi-sectoral costed Plan of Action for Prevention and Response to Violence Against Children, Gender based violence and Family Violence in Jordan.	Result	1		1	1		Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	No	0				X			
			6.7 Sustainable policy solutions and pilots implemented to fill social health protection gap for refugees and host communities through national social health protection systems	Result	1		2	0,5	Implementation of solutions and filling social gaps	Clear	1		No	0				X			
			6.8 Implementation of Jordan Response Plan 2024-2027	Result	1			1		Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	No	0				X			
			SCORE		1,00			0,50			0,67			0,13							

A) Quality Standard

Pillar	Policy Priority	Activity/ result	One single result	Clear assesement	Time-bound milestones
Education	1. Education and learning linked to the job market	0,80	0,42	0,60	0,17
Social Protection	6. Legislative, policy and structural reforms for sustainable and strengthened protection systems, including social protection (social security) and child protection, with a focus on the most vulnerable, including informal workers, refugees, women and girls, and youth.	1,00	0,50	0,67	0,13

The technical review of Jordan's policy matrix indicates and overall strong performance regarding the formulation of results-oriented milestones.

Although the formulation remains precise in some cases by establishing only one result per milestone with a clear formulation, some limitations are observed:

- A considerable number of **milestones include multiple goals** in their formulation, losing the ability to measure specific outcomes directly.
- The **formulation of milestones is not always fully defined**, what are the boundaries and limits that define the achievement of results. This applies to cases where milestones reference to frameworks being “institutionalized” or “implemented”
- The **sequence of achievements lacks clarity** regarding how one contribution leads to the next, and the great majority of milestones lack **a clear deadline**.

A) Quality Standard (detailed)

POLICY INFORMATION				QUALITY STANDARD										
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/ result	Score	Justification	One single result	Score	Justification	Clear assessement	Score	Justification	Time-bound milestones	Score
EDUCATION	Access to TVET	1. Education and learning linked to the job market	1.1 Lessons learned from school-level programming leads to national discussions on the effectiveness and impact of empowering schools to become more accountable for learning, well-being and inclusion of all children and adolescents in basic schools.	Result	1		2	0,5		Medium	0,5		No	0
			1.2 Field directorates and schools are using learning and retention data to become more accountable for the well-being and learning of boys and girls aged 10 and above in the most vulnerable areas of Jordan and in the Syrian refugee camps.	Result	1		2	0,5		Clear	1		No	0
			1.3 Coordinated outreach to share accurate information on the availability of scholarships, including Technical Vocational Educational Training (TVET) and other educational certificates, upskilling programs and programs that facilitates access to higher education and labour market.	Activity	0	In principle, the milestone focuses on coordination, not on the actual sharing of information.	3	0	Coordination, sharing of information and access to higher education and labour market	Medium	0,5	Partially defined but lacks clear verification	No	0
			1.4 National Youth Strategy is operationalized and monitored with youth people's engagement	Result	1		2	0,5		Medium	0,5	Not clear what "operationalized" really means	No	0
			1.5 Reflection of refugee data in National Education Management Information System (EMIS/SIS)	Result	1		1	1		Medium	0,5		No	0
			1.6 By 2025, refugees access to inclusive and quality education under the national education systems as well as the completion of education with relevant skills locally and through enhanced use of complementary pathways.	Result	1		3	0		Clear	1		Yes	1
			SCORE		0,80		0,42		0,60		0,17			
SOCIAL PROTECTION	Inclusion of Refugee & FDP in National Social Protection Systems	6. Legislative, policy and structural reforms for sustainable and strengthened protection systems, including social protection (social security) and child protection, with a focus on the most vulnerable, including informal workers, refugees, women and girls, and youth.	6.1 As an implementation support of National Social Protection Strategy, evidence is generated including an analysis and investment case for inclusive contributory and non-contributory social protection approaches (e.g. Estidama++, Cash Plus model amongst other), and structures/capacities for nexus coordination are enhanced	Result	1	If we focused on the first statement, it is activity-based, if we focus on the second, it's results based	2	0,5	Structures/capacities enhanced	Clear	1		No	0
			6.2 A sustainable national model for extension of social security to informal economy workers is institutionalized based on lessons learned through Estidama++. By 2027, national contribution subsidies are made available to vulnerable groups of workers on a permanent basis	Result	1		2	0,5	Institutionalization of the model and subsidies available	Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	Yes	1
			6.3 Government of Jordan to institutionalize Cash Plus model and NAF staff to have capacity to operationalize Cash Plus intervention, while sustaining UNICEF-led Cash plus interventions.	Result	1		2	0,5	Institutionalization of the model and capacities of staff	Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	No	0
			6.4 Execution of the developed national roadmap for Child Rights Law	Result	1		1	1		Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	No	0
			6.5 Yearly national reports assessing the implementation of the law and contributing to the National CRC reports.	Result	1		1	1		Clear	1		No	0
			6.6 Development and implementation of a national multi-sectoral costed Plan of Action for Prevention and Response to Violence Against Children, Gender based violence and Family Violence in Jordan.	Result	1		1	1		Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	No	0
			6.7 Sustainable policy solutions and pilots implemented to fill social health protection gap for refugees and host communities through national social health protection systems	Result	1		2	0,5	Implementation of solutions and filling social gaps.	Clear	1		No	0
			6.8 Implementation of Jordan Response Plan 2024-2027	Result	1			1		Medium	0,5	Not clear what is the full scope of the milestone, its boundaries	No	0
			SCORE		1,00		0,50		0,67		0,13			

B) Levels of Policy Change aimed by each milestone

The mapping of milestones along the policy change continuum in Jordan shows a strong concentration in the mid-to-late stages of the policy cycle, particularly around policy implementation related activities.

POLICY INFORMATION				LEVEL OF POLICY CHANGE									
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	1. Needs and evidence	2. Commitments	3. Policy adoption/prevention	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation			
EDUCATION	Access to TVET	1. Education and learning linked to the job market	1.1 Lessons learned from school-level programming leads to national discussions on the effectiveness and impact of empowering schools to become more accountable for learning, well-being and inclusion of all children and adolescents in basic schools.		X								
			1.2 Field directorates and schools are using learning and retention data to become more accountable for the well-being and learning of boys and girls aged 10 and above in the most vulnerable areas of Jordan and in the Syrian refugee camps.					X					
			1.3 Coordinated outreach to share accurate information on the availability of scholarships, including Technical Vocational Educational Training (TVET) and other educational certificates, upskilling programs and programs that facilitates access to higher education and labour market.						X				
			1.4 National Youth Strategy is operationalized and monitored with youth people's engagement							X			
			1.5 Reflection of refugee data in National Education Management Information System (EMIS/SIS)					X					
			1.6 By 2025, refugees access to inclusive and quality education under the national education systems as well as the completion of education with relevant skills locally and through enhanced use of complementary pathways.					X					
			SCORE										
SOCIAL PROTECTION	Inclusion of Refugee & IDP in National Social Protection Systems	6. Legislative, policy and structural reforms for sustainable and strengthened protection systems, including social protection (social security) and child protection, with a focus on the most vulnerable, including informal workers, refugees, women and girls, and youth.	6.1 As an implementation support of National Social Protection Strategy, evidence is generated including an analysis and investment case for inclusive contributory and non-contributory social protection approaches (e.g. Estidama+, Cash Plus model amongst other), and structures/capacities for nexus coordination are enhanced	X									
			6.2 A sustainable national model for extension of social security to informal economy workers is institutionalized based on lessons learned through Estidama+. By 2027, national contribution subsidies are made available to vulnerable groups of workers on a permanent basis						X				
			6.3 Government of Jordan to institutionalize Cash Plus model and NAF staff to have capacity to operationalize Cash Plus intervention, while sustaining UNICEF-led Cash plus interventions.						X				
			6.4 Execution of the developed national roadmap for Child Rights Law						X				
			6.5 Yearly national reports assessing the implementation of the law and contributing to the National CRC reports.								X		
			6.6 Development and implementation of a national multi-sectoral costed Plan of Action for Prevention and Response to Violence Against Children, Gender based violence and Family Violence in Jordan.						X				
			6.7 Sustainable policy solutions and pilots implemented to fill social health protection gap for refugees and host communities through national social health protection systems						X				
			6.8 Implementation of Jordan Response Plan 2024-2027						X				
			SCORE										

The policy work in the education sector demonstrates greater diversification in contributions across various levels of the policy development continuum. Milestones focus not only on generating formal commitments but also on implementing relevant frameworks and utilizing data and information systems (EMIS/SIS). Furthermore, other milestones aim to secure coverage and utilization of services (including scholarships and educational certificates) while strengthening monitoring and evaluation efforts at the policy level through the integration of the national youth strategy.

In contrast, within the social protection pillar, milestones focus primarily on achieving results linked to implementing relevant policy frameworks, policies, and services. These initiatives target the institutionalization of frameworks such as social security for informal workers, the operationalization of the *Cashplus* programme, and the execution of the national roadmap for the Child Rights Law.

Across all pillars, limited emphasis on early-stage activities (specifically needs assessment, policy adoption) which suggests the programme operates primarily where policy foundations already exist and no indications of revision are considered. Furthermore, few milestones explicitly address monitoring and evaluation, indicating a potential gap in closing the policy cycle and ensuring feedback for system improvement.

Jordan's policy matrix shows a relatively mature environment where PROSPECT's primary value lies not in initiating policy change, but in supporting implementation, integrating systems, and ensuring effective utilization.

Conclusions

Several lessons emerge from the technical review of Jordan's policy matrix:

- While results-oriented milestones are essential, they must be precise and simple to remain actionable; combining multiple objectives often diminishes their utility.
- A clear sequence of milestones with distinct deadlines establishes the logical flow necessary for effective long-term tracking.
- Maintaining a sharp distinction between outputs and outcomes remains critical.
Vague terms like "strengthen" or "improved" require specific limits and boundaries to define achievable goals. Failing to distinguish these details hinders the assessment of actual progress. Consequently, robust matrices must clearly separate production outputs from resulting changes.
- Context matters in interpreting ambition
Jordan's positioning along the continuum reflects a relatively advanced policy environment in some sectors, where expectations should increasingly focus on delivery and sustained impact, rather than design alone.

A black and white photograph of a young girl with dark skin and braided hair, wearing a school uniform, smiling at the camera. In the background, other children and a building are visible but out of focus.

Policy Matrix Technical Review Kenya

Overview

Kenya's policy matrix reflects a high level of policy ambition and alignment with system-level inclusion goals, particularly in education, protection, and socio-economic inclusion of refugees. Most milestones are clearly framed as policy or system changes (e.g. inclusion in NEMIS, social registries, legal frameworks), which is consistent with PROSPECTS' emphasis on strengthening national systems.

However, the technical review highlights key limitations:

- Limited use of time-bound milestones, reducing their operational value for tracking progress
- Variable clarity in expected results, particularly in areas related to institutional change
- Some milestones combine multiple actions, reducing measurability

This reflects a broader challenge identified in PROSPECTS: the difficulty of translating system-level ambitions into measurable and monitorable results

A) Quality Standard

The detailed review shows that while most milestones are correctly framed as results (not activities) and focus on system inclusion, their technical robustness varies:

- Strong performance in: Activity/result definition (1.0) and Single-result formulation (1.0)
- Weaker performance in: Clarity of change (0.33–0.67) and they miss being Time-bound specific (0)

These gaps are particularly visible in milestones related to:

- Institutional coordination
- Policy alignment
- Capacity strengthening

This pattern is consistent with IOB findings: *programmes working on systems change often struggle to define intermediate outcomes and track progress over time*

The matrix captures what needs to change, but less clearly how progress will be measured along the way.

A) Quality Standard (detailed)

B) Levels of Policy Change aimed by each milestone

The mapping of milestones along the policy change continuum shows a strong concentration in Policy adoption and regulatory change and System integration and operationalization.

Examples include:

- Inclusion of refugees in education systems (NEMIS, school registration)
- Legal and administrative reforms (work permits, documentation)
- Integration into social protection and financial systems

The mapping of milestones along the policy change continuum shows a strong concentration in:

- Policy adoption and regulatory change
- System integration and operationalization

Examples include:

- Inclusion of refugees in education systems (NEMIS, school registration)
- Legal and administrative reforms (work permits, documentation)
- Integration into social protection and financial systems

There is comparatively less emphasis on early-stage policy processes (evidence generation, agenda-setting) and limited articulation of monitoring and evaluation stages. This suggests that PROSPECTS in Kenya operates in a context where policy frameworks are already advanced, and the programme contributes mainly to implementation and system integration.

This aligns with IOB findings: PROSPECTS adds most value where it supports the translation of policy commitments into functioning systems and services

Conclusions

Several lessons emerge from the technical review of Kenya's policy matrix:

- **Strong policy environments could benefit from sharper milestones**

Kenya's matrix reflects a mature and policy-rich environment, but this increases the need for more precise formulation of expected results and a clear definition of what constitutes progress

- **System change requires measurable intermediate steps**

Many milestones target institutional and system-level change, but intermediate outcomes are often not clearly defined

Progress cannot easily be tracked over time

This reflects a known challenge: measuring system change requires more granular and time-bound indicators

- **Implementation and integration are the real bottlenecks**

The concentration of milestones in mid-to-late stages suggests that:

The main challenge is not policy design

But effective implementation, coordination, and system use

- ***Clarity and simplicity increase operational value***

Milestones combining multiple objectives reduce their usefulness for monitoring, accountability and learning

Kenya's policy matrix reflects a mature policy environment with strong system-level ambition; however, its effectiveness as a management tool depends on improving the precision, measurability, and time-boundedness of milestones to better capture progress in system change.

Policy Matrix
Technical Review

Uganda

Overview

Uganda’s policy matrix reflects a highly advanced and coherent policy environment, where refugee inclusion is systematically embedded across national systems, including education, social protection, and digital identity. Milestones show strong alignment with National development frameworks (e.g. NDP, sector strategies), System-level reforms (e.g. EMIS integration, social protection expansion) and Multi-sector inclusion approaches.

This reflects Uganda’s positioning as a front-runner in refugee inclusion policies. However, the technical review highlights a key tension: while milestones are well aligned with system change objectives, their measurability and precision remain uneven. This reflects a broader PROSPECTS challenge: translating system-level change into clearly defined and monitorable results

A) Quality Standard

The quality assessment shows a strong overall technical performance, particularly in:

- Clear formulation of milestones (0.88–1.0)
- Strong use of time-bound elements (1.0)
- Consistent framing as results (not activities)

However, an important limitation emerges: low performance in “one single result” (0.25–0.67)
→ many milestones combine multiple dimensions of change

This is especially visible in:

- System-wide reforms (e.g. EMIS, digital agenda, social protection strategies)
- Multi-sector inclusion efforts

As a result milestones are strategically relevant but operationally less precise. This aligns with IOB findings: system-oriented programmes tend to define broad and multi-layered changes, which complicates monitoring and attribution.

A) Quality Standard (detailed)

B) Levels of Policy Change aimed by each milestone

Uganda's milestones show a relatively balanced distribution across the policy change continuum, with notable strengths in Policy adoption and reform, Implementation and system operationalization and Coverage and use of systems.

Examples:

- Integration of refugees into EMIS
- Expansion of social protection coverage
- Operationalization of national strategies

Compared to other contexts, Uganda shows stronger articulation of later-stage change (use, coverage) and more explicit links between policy and service delivery systems

However, monitoring and evaluation stages remain less developed, particularly in feedback loops and measurement of system performance.

This aligns with IOB insights: even in strong policy environments, less attention is often given to closing the policy cycle through monitoring, learning, and adaptation

Conclusions

Several lessons emerge from the technical review of Uganda’s policy matrix:

- Strong systems require more granular milestones
Uganda demonstrates advanced system integration, but milestones often capture multiple layers of change simultaneously. This reduces clarity and measurability
- Measuring system change remains a core challenge
Even with strong policy frameworks Intermediate steps are not always clearly defined so progress cannot be easily tracked
This reflects a systemic issue: system change requires more precise and staged indicators to track progress effectively
- Implementation and system use are key strengths
Compared to other contexts Uganda shows stronger emphasis on Operationalization, Coverage and Use of systems. This suggests a more mature stage of policy change
- The next frontier is system performance and learning
Fewer milestones explicitly address system effectiveness, quality of service delivery and feedback and adaptation. Future matrices should increasingly focus on: performance metrics, institutionalization and learning loops.

Uganda’s policy matrix reflects a mature and well-integrated system approach to refugee inclusion; however, its effectiveness as a management tool depends on improving the granularity of milestones to better capture and measure progress in complex system change processes.

Policy Matrix
Technical Review

Egypt

Overview

Egypt’s policy matrix shows very limited development compared to other PROSPECTS contexts, both in scope and technical robustness.

Only a small number of milestones are identified, and these are predominantly activity-oriented rather than result-oriented, focused on short-term service delivery or advocacy actions and lacking clear links to system-level change or policy reform

As a result, the matrix does not seem to reflect the policy work done by the country team yet or function as a structured tool to track policy progress, capture system transformation and support strategic decision-making.

A) Quality Standard

Key limitations

- Weak results framing: milestones formulated at activity level
 - Several milestones describe actions (e.g. advocacy, service provision) rather than measurable policy outcomes
 - Low clarity and precision
 - Expected changes are not clearly specified (e.g. scope, target population, scale)
 - No time-bound milestones
- which limits ability to monitor progress.

Critical gaps in policy coverage

- Entire areas (e.g. social protection inclusion) lack defined milestones
 - Limited positioning along the policy change continuum
- weak articulation of how activities contribute to broader policy or system change

This likely reflects a context where Policy space is more constrained, and PROSPECTS engagement is more operational and service-oriented. However, even in such contexts, the absence of clearly defined policy milestones: it reduces the visibility of programme contributions, limits learning on system change and weakens the matrix as a management tool.

A) Quality Standard (detailed)

B) Levels of Policy Change aimed by each milestone

Egypt's policy milestones reflect partial progress, concentrated primarily in the intermediate stages of policy change, with a particular emphasis on implementation. In the education sector, there is evidence of advancement in promoting measures to facilitate access for refugee and vulnerable children to the national education system. This includes advocacy for waivers of residency permit requirements and the strengthening of community-based learning spaces. Additionally, some initiatives are aimed to expand education system capacity in areas with high concentrations of refugee populations, addressing existing structural constraints.

However, these achievements are largely situated at the implementation stage, with limited evidence of progress in earlier phases such as formal commitments or systemic policy adoption. In the area of social protection, while there is a clear priority to expand access to national systems, no specific milestones are reflected in the matrix, suggesting gaps in the operationalization of this policy objective.

Overall, Egypt's profile indicates a focus on programmatic action and delivery, with opportunities to strengthen progression toward more structural, sustainable, and institutionally anchored policy change—particularly in terms of coverage, utilization, and monitoring and evaluation.

Conclusions

- To strengthen its usefulness as a tool for tracking policy change, Egypt's policy matrix could benefit from a clearer shift in focus from activities to results. Currently, many of the entries emphasize programmatic actions—such as advocacy efforts, service delivery, or capacity-building initiatives—without clearly articulating the intended policy outcomes. Reframing milestones to reflect concrete changes in policies, regulations, or institutional practices would enhance the matrix's ability to capture progress toward systemic impact.
- In addition, the matrix would gain analytical value by defining clearer, measurable policy or system-level changes. This implies specifying what success looks like in terms of formal commitments, legal or regulatory adjustments, or integration into national systems. Without such clarity, it remains difficult to assess whether observed efforts are contributing to durable policy transformation.
- Introducing time-bound and sequenced milestones would further improve the matrix's functionality. A more explicit articulation of the expected progression—from evidence generation and stakeholder engagement to policy adoption, implementation, and monitoring—would allow for better tracking of progress over time and help identify bottlenecks in the policy change process.
- Moreover, ensuring minimum coverage across key policy domains, particularly in areas such as social protection, is essential. The absence of clearly defined milestones in certain sectors suggests gaps in the policy engagement strategy and limits the comprehensiveness of the matrix as a monitoring tool.

Overall, in its current form, Egypt's policy matrix reflects orientation toward programme delivery rather than policy change. Strengthening its results orientation, internal coherence, and alignment with the stages of policy change would significantly enhance its value for tracking progress toward sustainable, system-level outcomes within the PROSPECTS framework.

Policy Matrix
Technical Review
Sudan

Overview

Overall, the policy matrix for Sudan demonstrates a solid technical foundation, combining a clear focus on specific results per milestones with strong formulation and a logical sequence that establishes yearly achievements.

POLICY INFORMATION				QUALITY ASSESSMENT											LEVEL OF POLICY CHANGE						
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/ result	Score	Justification	One single result	Score	Justification	Clear assessement	Score	Justification	Time-bound milestones	Score	1. Needs and evidence	2. Commitments	3. Policy adoption/prevention	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
EDUCATION	Access to TVET	2. Access to the national education system for FDPs enhanced through inclusive policy formulation and programming at all levels of MoE.	2.1 By the end of 2024, the state MoE education and partner plans and education coordination mechanisms established will include FDPs to catalyze the incorporation of FDs in the national system.	Result	1		1	1		Clear	1		Yes	1			X				
			2.2 By the end of 2025, new national transitional education plans and Education Sector Plans initiated by the Local Education Group and MoE at the state and national levels will integrate non-formal and formal education FDPs.	Result	1		1	1		Clear	1		Yes	1			X	X			
			2.3 By the end of 2026, the Revised Sudan National Strategy and Costed Plan of Action for Refugee's Education will be adopted federal MoE once operational.	Result	1		1	1		Medium	0,5	The narrative is not clear enough	Yes	1			X	X			
			2.4 By the end of 2026, a harmonized skills development and TVET Policy will be drafted by the Ministry of Education and the policy adopted by end of 2027 by development partners, Supreme Council and Technical Vocational Education and the Ministry of Education	Result	1		2	0,5	Policy development and adoption	Clear	1		Yes	1		X	X	X			
			2.5 Development partners, state ministries, and the Federal Ministry of Education will adopt a new education, skills, TVET training programming, and financing plan for Sudan, inclusive of FDPs, by the end of 2027.	Result	1		2	0,5	Adoption of new programming and financial plan	Clear	1		Yes	1			X	X			
			SCORE		1			0,8			0,9			1							
PROTECTION	Access to national protection & case management	3. Policy Priority: Inclusive child protection legislation and systems are in place, including inclusion of refugee children in the Child Protection case management system	3.1 By the end of 2024, the Standard Operating Procedures for Child Protection Case Management system will include refugee children, and its functioning will be endorsed by authorities/coordination mechanisms in the target states.	Result	1		2	0,5	Finalized and enacted, when this occurs on separate steps	Clear	1		Yes	1		X	X	X			
			3.2 By the end of 2025, preparatory work to review policy and regulation on children without parental care/UASCs (alternative care) will be finalized and enacted by the end of 2026 by MoSD upon the government's resumption of its legislative function.	Result	1		2	0,5	Finalized and enacted, when this occurs on separate steps	Clear			Yes	1		X	X				
			3.3 By the end of 2026, support the relevant authorities in re-submitting the proposed Child Act 2020 (refugee-included) for approval.	Result	1		1	1		Clear	1		Yes	1		X	X				
			3.4 By the end of 2027, the government of Sudan will adopt an inclusive revised Child Act upon government resumption of its legislative function.	Result	1		1	1		Clear	1		Yes	1		X	X	X			
			SCORE		1			0,75			1			1							
SOCIAL PROTECTION	Inclusion of Refugee & FDP in National	4. Inclusive Social Protection regulation and strategy in place	4.1 By the end of 2025, the new social protection strategy that is inclusive of FDPs will be re-introduced for discussion with relevant stakeholders and adopted by MoSD by the end of 2026.	Result	1		2	0,5	Introduced for discussion and adopted	Clear	1		Yes	1		X	X	X			
			SCORE		1			0,5			1			1							

A) Quality Standard

Pillar	Policy Priority	Activity/ result	One single result	Clear assessem ent	Time- bound milestone s
Education	2.Access to the national education system for FDPs enhanced through inclusive policy formulation and programming at all levels of MoE .	1	0,8	0,9	1
Social Protection	4.Inclusive Social Protection regulation and strategy in place	1	0,5	1	1
Protection	3. Policy Priority: Inclusive child protection legislation and systems are in place, including inclusion of refugee children in the Child Protection case management system	1	0,75	1	1

All milestones assessed are clearly results-oriented, focusing on concrete and measurable outcomes rather than activities or processes, which indicates a targeted and purposeful approach to policy implementation. In addition, **milestones follow a clear sequence of achievements** throughout the years, establishing clear deadlines that allow for structured progress monitoring and timely course corrections where needed.

Moreover, the **milestones are formulated with sufficient detail so as to be self-explanatory**, reducing the risk of misinterpretation and ensuring that all stakeholders share a common understanding of what each milestone entails and what constitutes successful completion.

On the few negative notes resulting from the technical assessments, **some milestones included more than one idea** (e.g. policy development and adoption) that considers results at different steps on the policy work continuum.

A) Quality Standard (detailed)

POLICY INFORMATION				QUALITY ASSESSMENT										
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/ result	Score	Justification	One single result	Score	Justification	Clear assesseme nt	Score	Justification	Time- bound milestones	Score
EDUCATION	Access to TVET	2.Access to the national education system for FDPs enhanced through inclusive policy formulation and programming at all levels of MoE .	2.1 By the end of 2024, the state MoE education and partner plans and education coordination mechanisms established will include FDPs to catalyze the incorporation of FDs in the national system.	Result	1		1	1		Clear	1		Yes	1
			2.2 By the end of 2025, new national transitional education plans and Education Sector Plans initiated by the Local Education Group and MoE at the state and national levels will integrate non-formal and formal education FDPs.	Result	1		1	1		Clear	1		Yes	1
			2.3 By the end of 2026, the Revised Sudan National Strategy and Costed Plan of Action for Refugee's Education will be adopted federal MoE once operational.	Result	1		1	1		Medium	0,5	The narrative is not clear enough	Yes	1
			2.4 By the end of 2026, a harmonized skills development and TVET Policy will be drafted by the Ministry of Education and the policy adopted by end of 2027 by development partners, Supreme Council and Technical Vocational Education and the Ministry of Education	Result	1		2	0,5	Policy development and adoption	Clear	1		Yes	1
			2.5 Development partners, state ministries, and the Federal Ministry of Education will adopt a new education, skills, TVET training programming, and financing plan for Sudan, inclusive of FDPs, by the end of 2027.	Result	1		2	0,5	Adoption of new programming and financial plan	Clear	1		Yes	1
			SCORE		1			0,8			0,9			1
PROTECTION	Access to national protection & case management	3. Policy Priority: Inclusive child protection legislation and systems are in place, including inclusion of refugee children in the Child Protection case management system	3.1 By the end of 2024, the Standard Operating Procedures for Child Protection Case Management system will include refugee children, and its functioning will be endorsed by authorities/coordination mechanisms in the target states.	Result	1		2	0,5	Finalized and enacted, when this occurs on separate steps	Clear	1		Yes	1
			3.2 By the end of 2025, preparatory work to review policy and regulation on children without parental care/UASCs (alternative care) will be finalized and enacted by the end of 2026 by MoSD upon the government's resumption of its legislative function.	Result	1		2	0,5	Finalized and enacted, when this occurs on separate steps	Clear			Yes	1
			3.3 By the end of 2026, support the relevant authorities in re-submitting the proposed Child Act 2020 (refugee-included) for approval.	Result	1		1	1		Clear	1		Yes	1
			3.4 By the end of 2027, the government of Sudan will adopt an inclusive revised Child Act upon government resumption of its legislative function.	Result	1		1	1		Clear	1		Yes	1
			SCORE		1			0,75			1			1
SOCIAL PROTECTION	Inclusion of Refugee & FDP in National	4.Inclusive Social Protection regulation and strategy in place	4.1 By the end of 2025, the new social protection strategy that is inclusive of FDPs will be re-introduced for discussion with relevant stakeholders and adopted by MoSD by the end of 2026.	Result	1		2	0,5	Introduced for discussion and adopted	Clear	1		Yes	1
			SCORE		1			0,5			1			1

B) Levels of Policy Change aimed by each milestone

The mapping of milestones along the policy change continuum in Sudan shows a **strong concentration in the early to mid stages of the policy cycle**, particularly around policy adoption and resourcing steps.

POLICY INFORMATION				LEVEL OF POLICY CHANGE						
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	1. Needs and evidence	2. Commitments	3. Policy adoption/p revision	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
EDUCATION	Access to TVET	2.Access to the national education system for FDPs enhanced through inclusive policy formulation and programming at all levels of MoE .	2.1 By the end of 2024, the state MoE education and partner plans and education coordination mechanisms established will include FDPs to catalyze the incorporation of FDs in the national system.			X				
			2.2 By the end of 2025, new national transitional education plans and Education Sector Plans initiated by the Local Education Group and MoE at the state and national levels will integrate non-formal and formal education FDPs.			X	X			
			2.3 By the end of 2026, the Revised Sudan National Strategy and Costed Plan of Action for Refugee's Education will be adopted federal MoE once operational.			X	X			
			2.4 By the end of 2026, a harmonized skills development and TVET Policy will be drafted by the Ministry of Education and the policy adopted by end of 2027 by development partners, Supreme Council and Technical Vocational Education and the Ministry of Education		X	X	X			
			2.5 Development partners, state ministries, and the Federal Ministry of Education will adopt a new education, skills, TVET training programming, and financing plan for Sudan, inclusive of FDPs, by the end of 2027.			X	X			
			SCORE							
PROTECTION	Access to national protection & case management	3. Policy Priority: Inclusive child protection legislation and systems are in place, including inclusion of refugee children in the Child Protection case management system	3.1 By the end of 2024, the Standard Operating Procedures for Child Protection Case Management system will include refugee children, and its functioning will be endorsed by authorities/coordination mechanisms in the target states.		X	X	X			
			3.2 By the end of 2025, preparatory work to review policy and regulation on children without parental care/UAASCs (alternative care) will be finalized and enacted by the end of 2026 by MoSD upon the government's resumption of its legislative function.		X	X				
			3.3 By the end of 2026, support the relevant authorities in re-submitting the proposed Child Act 2020 (refugee-included) for approval.		X	X				
			3.4 By the end of 2027, the government of Sudan will adopt an inclusive revised Child Act upon government resumption of its legislative function.		X	X	X			
			SCORE							
SOCIAL PROTECTION	Inclusion of Refugee & FDP in National	4.Inclusive Social Protection regulation and strategy in place	4.1 By the end of 2025, the new social protection strategy that is inclusive of FDPs will be re-introduced for discussion with relevant stakeholders and adopted by MoSD by the end of 2026.		X	X	X			
			SCORE							

The policy work in the education sector demonstrates a clear focus on formalizing policies, strategies and plans, while securing funds for their effective implementation. Relevant achievements include the adoption of newly introduced education coordination mechanisms, transitional education plans, as well as the national strategy and costed plan of action for refugee education, among others. Not only policy, strategy and plan adoption is considered, but also training programming.

This trend continues in protection-related work, with the exception that an additional focus is considered towards formalizing commitments at different levels that eventually allow for the adoption and budgeting of relevant policies, strategies and plans. This pattern is also found in the milestone included for the social protection related policy priority.

Across all pillars, limited emphasis on late-stage activities (specifically implementation, coverage/use and monitoring and evaluation) suggests the programme operates primarily to introduce modifications or new policy work, rather than to consolidate or scale up existing frameworks.

Conclusions

Several lessons emerge from the technical review of Sudan's policy matrix:

- **Combining distinct results within a single milestone risks blurring accountability and making progress harder to track**, as the achievement of one result does not necessarily imply the completion of the other. These milestones should therefore be singled out and restructured so that each captures one distinct result.
- **A clear sequence of milestones with distinct deadlines reduces the risk of misinterpretation** and ensuring that all stakeholders share a common understanding of what each milestone entails and what constitutes successful completion.
- **The focus on upstream policy development, while essential in a fragile and transitional context such as Sudan, may leave critical questions unanswered regarding how policies translate into tangible changes** on the ground and whether intended beneficiaries are effectively reached. Strengthening the results framework to include milestones that capture implementation progress, coverage rates, and evaluation findings would contribute to a more comprehensive and accountable policy cycle, better positioned to drive sustained improvements in service delivery and outcomes for the affected population.
- Furthermore, **no milestones explicitly address implementation and monitoring and evaluation**, indicate a potential gap in closing the policy cycle and ensuring feedback for system improvement. Without systematic mechanisms to track progress, assess effectiveness, and incorporate lessons learned, there is a risk that policy adoption becomes an end rather than a steppingstone towards measurable impact.

The background of the entire page is a black and white photograph. It depicts a woman with a joyful expression, showing her teeth, looking towards the camera. She has her hair styled in small braids and is wearing a dark, sleeveless top and a beaded necklace. In the foreground, partially obscured by the text, is a young child with a shaved head, also looking towards the camera. They are positioned in front of a traditional building with a thick, thatched roof. The lighting is bright, suggesting an outdoor setting during the day.

Policy Matrix
Technical Review

Ethiopia

Overview

Overall, the policy matrix for Ethiopia **shows** a clear **focus** on results with relatively well-defined milestones. Still, the lack of established **deadlines in all milestones represents** a clear limitation for judging whether progress is on track, ahead, or lagging. This undermines evidence-based adaptive management, which is a core purpose of any monitoring system.

POLICY INFORMATION				TECHNICAL ASSESSMENT										LEVEL OF POLICY CHANGE							
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/result	Score	Justification	One single result	Score	Justification	Clear assessment	Score	Justification	Time-bound milestones	Score	1. Needs and evidence	2. Commitments	3. Policy adoption/prevention	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
PROTECTION	Access to national protection & case management	3. Strengthening inclusive child protection systems at all levels that cater to the needs of all children in Ethiopia including refugee, asylum seekers and stateless children and host community children Implementation of inclusive national child protection, GBV and justice systems	3.1 Review and revision of the National Child Protection Case Management Framework to identify and address gaps through the case management technical working group	Result	1		1	1		Clear	1		No	0		X	X				
			3.2 Advocacy for strengthening social service workforce based on the findings of the recently concluded social service workforce mapping and assessment conducted by the Ministry of Women and Social Affairs and supported by UNICEF including advocacy for public finance for child protection	Result	1		1	1		Clear	1		No	0		X	X				
			3.3 Revision Alternative Childcare Directive to include refugee, asylum seekers and stateless children	Result	1	Understood that the revision is made by the government, not PROSPECTS, otherwise it would be an activity	1	1		Medium	0,5		No	0		X	X				
			SCORE		1		1			0,93			0								
SOCIAL PROTECTION	Inclusion of Refugee & FDP in Nation	4. Revision of National Social Protection Policy to improve inclusion of FDPs and Host communities	4.1 Gain approval for the revised policy framework	Result	1		1	1		Medium	0,5	Not clear the level of approval required to achieve milestone	No	0			X				
			4.2 Develop clear guideline for the inclusion of FDPs and HCs	Result	1	Understood that the development is made by the government, not PROSPECTS, otherwise it would be an activity	1	1		Medium	0,5	Not specifically defined what "clear guideline" means	No	0					X		
			4.3 Secure allocation of a budget for revised policy implementation	Result	1		1	1		Medium	0,5		No	0				X			
			SCORE		1		1			0,5			0								

A) Quality Standard

Pillar	Policy Priority	Activity/ result	One single result	Clear assessment	Time- bound milestones
Social Protection	4. Revision of National Social Protection Policy to improve inclusion of FDPs and Host communities	1,00	1,00	0,83	0,00
Protection	3. Strengthening inclusive child protection systems at all levels that cater to the needs of all children in Ethiopia including refugee, asylum seekers and stateless children and host community children Implementation of inclusive national child protection, GBV and justice systems	1,00	1,00	0,50	0,00

All six milestones assessed are **results-oriented, focusing on concrete and measurable outcomes** rather than activities or processes. This includes areas such as the revision of the National Child Protection case management system in the country, advocacy toward strengthening the social service workforce, or the revision and budget allocation for the National Social Protection Policy.

Moreover, **the milestones are in general formulated with sufficient detail** to be self-explanatory, reducing the risk of misinterpretation and ensuring that all stakeholders share a common understanding of what each milestone entails and what constitutes successful completion.

In addition, **milestones within the social protection policy priority follow a clear sequence of achievement**, initially focusing on gaining approval for the National Social Protection Policy and then focusing on securing adequate budgeting and implementation guidelines for the inclusion of key target groups.

On a less positive note, **none of the milestones assessed specify a clear deadline**, which, in addition to limiting the capacity to anticipate relevant changes, makes it difficult to assign responsibility for results by a specific date, reducing accountability across programming and MEAL teams. In addition, some level of vagueness is found in the formulation of some milestones (e.g. “develop clear guidelines” as part of the focus of one milestone)

A) Quality Standard (detailed)

POLICY INFORMATION				TECHNICAL ASSESSMENT										
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/result	Score	Justification	One single result	Score	Justification	Clear assessment	Score	Justification	Time-bound milestones	Score
PROTECTION	Access to national protection & case management	3. Strengthening inclusive child protection systems at all levels that cater to the needs of all children in Ethiopia including refugee, asylum seekers and stateless children and host community children Implementation of inclusive national child protection, GBV and justice systems	3.1 Review and revision of the National Child Protection Case Management Framework to identify and address gaps through the case management technical working group	Result	1		1	1		Clear	1		No	0
			3.2 Advocacy for strengthening social service workforce based on the findings of the recently concluded social service workforce mapping and assessment conducted by the Ministry of Women and Social Affairs and supported by UNICEF including advocacy for public finance for child protection	Result	1		1	1		Clear	1		No	0
			3.3 Revision Alternative Childcare Directive to include refugee, asylum seekers and stateless children	Result	1	Understood that the revision is made by the government, not PROSPECTS, otherwise it would be an activity	1	1		Medium	0,5		No	0
			SCORE		1			1			0,83			0
SOCIAL PROTECTION	Inclusion of Refugee & FDP in National Social Protection Policy	4. Revision of National Social Protection Policy to improve inclusion of FDPs and Host communities	4.1 Gain approval for the revised policy framework	Result	1		1	1		Medium	0,5	Not clear the level of approval required to achieve milestone	No	0
			4.2 Develop clear guideline for the inclusion of FDPs and HCs	Result	1	Understood that the development is made by the government, not PROSPECTS, otherwise it would be an activity	1	1		Medium	0,5	Not specifically defined what "clear guideline" means	No	0
			4.3 Secure allocation of a budget for revised policy implementation	Result	1		1	1		Medium	0,5		No	0
			SCORE		1			1			0,5			0

B) Levels of Policy Change aimed by each milestone

The mapping of milestones along the policy change continuum in Ethiopia shows a **strong concentration in the early stages of the policy cycle**, particularly around securing commitments at different levels and policy adoption.

POLICY INFORMATION				LEVEL OF POLICY CHANGE						
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	1. Needs and evidence	2. Commitments	3. Policy adoption/prevention	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
PROTECTION	Access to national protection & case management	3. Strengthening inclusive child protection systems at all levels that cater to the needs of all children in Ethiopia including refugee, asylum seekers and stateless children and host community children Implementation of inclusive national child protection, GBV and justice systems	3.1 Review and revision of the National Child Protection Case Management Framework to identify and address gaps through the case management technical working group		X	X				
			3.2 Advocacy for strengthening social service workforce based on the findings of the recently concluded social service workforce mapping and assessment conducted by the Ministry of Women and Social Affairs and supported by UNICEF including advocacy for public finance for child protection		X	X				
			3.3 Revision Alternative Childcare Directive to include refugee, asylum seekers and stateless children		X	X				
			SCORE							
SOCIAL PROTECTION	Inclusion of Refugee & FDP in Nation	4. Revision of National Social Protection Policy to improve inclusion of FDPs and Host communities	4.1 Gain approval for the revised policy framework			X				
			4.2 Develop clear guideline for the inclusion of FDPs and HCs					X		
			4.3 Secure allocation of a budget for revised policy implementation				X			
			SCORE							

The policy work on protection clearly focused on securing commitments and review policy frameworks to strengthen the current system. This is for example shown on the focus to use evidence generated (social service workforce mapping data) to inform and advocate for concrete changes in child protection policy.

The focus on early stages of the policy cycle continues in the social protection policy priority, but in this case the focus is expanded as milestones also concentrate on securing the allocation of resources for the implementation of relevant policies, notably the National Social Protection Policy, as well as the development of guidelines for its actual implementation.

Conclusions

Three main lessons emerge from the technical review of Ethiopia's policy matrix:

- **A clear sequence of milestones with distinct deadlines reduces the risk of misinterpretation** and ensuring that all stakeholders share a common understanding of what each milestone entails and what constitutes successful completion.
- **A clear sequence of milestones with distinct deadlines** establishes the logical flow necessary for effective long-term tracking, which should be considered for all policy priorities being tracked.
- The focus on the early stages of policy adoption/review suggests a maturing policy engagement that moves beyond advocacy alone. However, to fully realize impact, future milestones should more explicitly address service delivery, accountability mechanisms, and measurable outcomes for the target populations these policies are designed to serve.

Policy Matrix
Technical Review

Iraq



Overview

Overall, the policy matrix for Iraq demonstrates a solid technical foundation, combining a clear focus on specific results per milestones with clear formulation and a logical sequence that establishes yearly achievements in most cases.

POLICY INFORMATION				TECHNICAL ASSESSMENT											LEVEL OF POLICY CHANGE						
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/result	Score	Justification	One single result	Score	Justification	Clear assessment	Score	Justification	Time-bound milestones	Score	1. Needs and evidence	2. Commitments	3. Policy adoption/prevention	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
PROTECTION	Access to national protection & case management	1. Supporting the Government of Iraq in the development and strengthening of legal frameworks to ensure access to asylum, prevention of refoulement, the prevention of statelessness and adequate protection for refugees, asylum seekers and stateless persons.	1.1 Government of Iraq (GoI) enacts a new refugee law in line with international standards to provide a sound legal framework for refugee protection by 2023 (related to indicative 2023 GRF pledge).	Result	1		1	1		Clear	1		Yes	1			X	X			
			1.2 Federal and KRG authorities pass the Administrative Instructions by mid-2024.	Result	1		1	1		Clear	1		Yes	1			X	X			
			1.3 Prevention of juvenile delinquency becomes a priority for government.	Result	1		1	1		Medium	0.5	No specific on what "becomes a priority" means	No	0		X	X	X			
			SCORE		1.00			1.00			0.83			0.67							
EDUCATION	Access to national education system	3. Advancing inclusion of forcibly displaced persons in strengthened national education (and TVET) systems	3.1 The implementation of REIP is expanded to also include refugee children from grades 6 to 9 by 2027 (related to indicative 2023 GRF pledge on inclusive access of refugees to public services).	Result	1		1	1		Clear	1		Yes	1			X				
			3.2 Operationalization of Technical Vocational Qualification Framework and establishing National Occupational Standards	Result	1		2	0.5		Medium	0.5	Not clear what exactly is the scope of "operationalization"	No	0					X		
			3.3 Key pillars of the National Youth Vision related to skills building, civic engagement and volunteering are operationalized.	Result	1		1	1		Medium	0.5		No	0					X		
			3.4 Roll out of the REIP for grade 6th (October 2024); Roll out of the REIP for grade 7th (October 2025); Roll out of the REIP for grade 8th (October 2026); Roll out of the REIP for grade 9th (October 2027)	Result	1		4	0		Medium	0.5		Yes	1				X	X		
			SCORE		1.00			0.63			0.63			0.50							
INFRASTRUCTURE	Inclusion of Refugees & FDP in	5. Inclusive access to WASH and infrastructure	5.1 Significant progress is made in the implementation of Iraq Vision 2030 for sustainable solutions by 2027.	Result	1		1	1		Vague	0	Not clear what "significant progress" means	Yes	1					X	X	
			5.2 Management and coordination of water resources and WaSH services is improved between GoI and KRG.	Result	1		2	0.5		Vague	0	Not clear what "improved" means	No	0					X		
			5.3 Establishment of Education sector coordination mechanisms in Ninewa, Dohuk and Erbil.	Result	1		1	1		Medium	0.5	Not clear the exact scope of the milestone	No	0					X		
			SCORE		1.00			0.83			0.17			0.33							

A) Quality Standard

PILLAR	POLICY PRIORITY	Activity/ result	One single result	Clear assessem ent	Time- bound mileston es
Protection	1. Supporting the Government of Iraq in the development and strengthening of legal frameworks to ensure access to asylum, prevention of refoulement, the prevention of statelessness and adequate protection for refugees, asylum seekers and stateless persons.	1,00	1,00	0,83	0,67
Education	3. Advancing inclusion of forcibly displaced persons in strengthened national education (and TVET) systems	1,00	0,63	0,63	0,50
Infrastructure	5. Inclusive access to WASH and infrastructure	1,00	0,83	0,17	0,33

All milestones assessed are results-oriented, either by focusing on clear high-level outcomes or by focusing on the implementation of relevant legal frameworks as part of its institutionalization process.

The majority of milestones focus on one results only, which is considered a good practice, even though some still include 2 or more goals within the same milestone.

In terms of clarity in the definition of the milestones, only two out of 10 are clearly defined. The primary issues involve a lack of specificity in formulation, including vague concepts such as "significant progress is made" or "coordination improved."

Concerning the clear establishment of deadlines, half of the milestones explicitly indicate the year set for completion, while the other half fail to reference any specific deadline.

On a less positive note, milestones with limited clarity (e.g. significant progress to be made...) and deadline definition are mainly found in the infrastructure and education-related policy priorities

A) Quality Standard (detailed)

POLICY INFORMATION				TECHNICAL ASSESSMENT											
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Activity/result	Score	Justification	One single result	Score	Justification	Clear assesment	Score	Justification	Time-bound milestones	Score	
PROTECTION	Access to national protection & case management	1. Supporting the Government of Iraq in the development and strengthening of legal frameworks to ensure access to asylum, prevention of refoulement, the prevention of statelessness and adequate protection for refugees, asylum seekers and stateless persons.	1.1 Government of Iraq (GoI) enacts a new refugee law in line with international standards to provide a sound legal framework for refugee protection by 2025 (related to indicative 2023 GRF pledge).	Result	1		1	1		Clear	1		Yes	1	
			1.2 Federal and KRG authorities pass the Administrative Instructions by mid-2024.	Result	1		1	1		Clear	1		Yes	1	
			1.3 Prevention of juvenile delinquency becomes a priority for government.	Result	1		1	1		Medium	0,5	No specific on what "becomes a priority" means	No	0	
			SCORE				1,00			1,00			0,83		
EDUCATION	Access to national education system	3. Advancing inclusion of forcibly displaced persons in strengthened national education (and TVET) systems	3.1 The implementation of REIP is expanded to also include refugee children from grades 6 to 9 by 2027 (related to indicative 2023 GRF pledge on inclusive access of refugees to public services).	Result	1		1	1		Clear	1		Yes	1	
			3.2 Operationalization of Technical Vocational Qualification Framework and establishing National Occupational Standards	Result	1		2	0,5		Medium	0,5	Not clear what exactly is the scope of "operationalization"	No	0	
			3.3 Key pillars of the National Youth Vision related to skills building, civic engagement and volunteering are operationalized.	Result	1		1	1		Medium	0,5		No	0	
			3.4 Roll out of the REIP for grade 6th (October 2024); Roll out of the REIP for grade 7th (October 2025); Roll out of the REIP for grade 8th (October 2026); Roll out of the REIP for grade 9th (October 2027)	Result	1		4	0		Medium	0,5		Yes	1	
			SCORE				1,00			0,63			0,63		
		INFRASTRUCTURE	Inclusion of Refugee & FDP in	5. Inclusive access to WASH and infrastructure	5.1 Significant progress is made in the implementation of Iraq Vision 2030 for sustainable solutions by 2027.	Result	1		1	1		Vague	0	Not clear what "significant progress" means	Yes
5.2 Management and coordination of water resources and WaSH services is improved between GoI and KRG.	Result				1		2	0,5		Vague	0	Not clear what "improved" means	No	0	
5.3 Establishment of Education sector coordination mechanisms in Ninewa, Dohuk and Erbil.	Result				1		1	1		Medium	0,5	Not clear the exact scope of the milestone	No	0	
SCORE						1,00			0,83			0,17			0,33

B) Levels of Policy Change aimed by each milestone

The mapping of milestones along the policy change continuum shows a **diversified portfolio of actions and milestones that almost cover the whole policy work continuum**, except for the two extreme steps (generation of evidence and identification of needs for policy development, and monitoring and evaluation of policy results. There is certain level of sequencing on the logic of milestones.

POLICY INFORMATION				LEVEL OF POLICY CHANGE						
PILLAR	RIGHT	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	1. Needs and evidence	2. Commitments	3. Policy adoption/prevention	4. Resourcing	5. Implementation	6. Coverage and use	7. Monitoring and Evaluation
PROTECTION	Access to national protection & case management	1. Supporting the Government of Iraq in the development and strengthening of legal frameworks to ensure access to asylum, prevention of refoulement, the prevention of statelessness and adequate protection for refugees, asylum seekers and stateless persons.	1.1 Government of Iraq (GoI) enacts a new refugee law in line with international standards to provide a sound legal framework for refugee protection by 2025 (related to indicative 2023 GRF pledge).			X	X			
			1.2 Federal and KRG authorities pass the Administrative Instructions by mid-2024.			X	X			
			1.3 Prevention of juvenile delinquency becomes a priority for government.		X	X	X			
			SCORE							
EDUCATION	Access to national education system	3. Advancing inclusion of forcibly displaced persons in strengthened national education (and TVET) systems	3.1 The implementation of REIP is expanded to also include refugee children from grades 6 to 9 by 2027 (related to indicative 2023 GRF pledge on inclusive access of refugees to public services).			X				
			3.2 Operationalization of Technical Vocational Qualification Framework and establishing National Occupational Standards					X		
			3.3 Key pillars of the National Youth Vision related to skills building, civic engagement and volunteering are operationalized.					X		
			3.4 Roll out of the REIP for grade 6th (October 2024); Roll out of the REIP for grade 7th (October 2025); Roll out of the REIP for grade 8th (October 2026); Roll out of the REIP for grade 9th (October 2027)				X	X		
			SCORE							
INFRASTRUCTURE	Inclusion of Refugee & FDP in	5. Inclusive access to WASH and infrastructure	5.1 Significant progress is made in the implementation of Iraq Vision 2030 for sustainable solutions by 2027.					X	X	
			5.2 Management and coordination of water resources and WaSH services is improved between GoI and KRG.					X		
			5.3 Establishment of Education sector coordination mechanisms in Ninewa, Dohuk and Erbil.					X		
			SCORE							

Protection concentrates almost exclusively on **steps 3 (Policy Adoption/Prevention) and 4 (Resourcing)**, reflecting a strategy focused on legal framework reform and securing political and administrative commitments. There is no progression into implementation or coverage stages, suggesting the pillar remains in an agenda-setting phase.

Education is the most balanced and advanced pillar, **spanning steps 3, 4, and 5 (Implementation)** of the policy continuum. It is also the only pillar with meaningfully time-bound milestones (milestone 3.4 specifies annual rollout dates from 2024 to 2027), making it the strongest in terms of SMART compliance and policy cycle depth.

Infrastructure is concentrated in stages 5 and 6, skipping early commitment-building stages entirely. This suggests operational maturity.

No pillar includes milestones at stages 1 or 7, meaning the matrix neither tracks the evidence base that justifies the policy actions nor establishes any mechanism to evaluate whether those actions ultimately deliver results.

Conclusions

Several lessons emerge from the technical review of Iraq's policy matrix:

- The case of the education pillar in Iraq demonstrates that it is possible to design milestones that span commitments, resourcing, and implementation within a single pillar, spanning across different steps of the policy continuum
- The absence of milestones at Stage 1 (Needs and Evidence) and Stage 7 (Monitoring and Evaluation) across all three pillars suggests that policy engagement tends to begin at the commitment stage and end at implementation — without a formal loop back to evidence or results.
- A clear sequence of milestones with distinct deadlines establishes the logical flow necessary for effective long-term tracking.



Additional suggested
levels of

Analysis

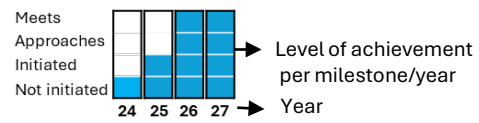
ASPECTS RELATED TO THE CONTRIBUTION TO SYSTEMIC CHANGES

This component goes beyond milestone achievement and addresses the question “How does milestone achievement contribute to policy work and systemic integration?”

The assessment applies a rubric system to contextualize the level of development of frameworks and policies beyond what PROSPECTS does, to contextualize its contribution. Its application is explained in the guidelines developed as part of the iteration 3.

LEVEL-SPECIFIC (SELF-ASSESSMENT)		EXAMPLE		Policy development steps	Description
Standard 1=Absent 2=Weak 3=Moderate 4=Strong				1. Needs and evidence	A situation analysis reveals the strength of the government’s relevant legal framework. A baseline policy, strategy or legal framework issue has been identified. Evidence collected.
				2. Commitments	A firm discursive commitment from key policy actors for a new or revised policy, strategy or legal framework. A new or revised policy, strategy or legal framework related to PROSPECTS priorities has been developed. Includes drafting the relevant documents
				3. Adoption/prevention	A new or revised policy, strategy or legal framework officially adopted by the responsible State body. /A negative policy proposal has been prevented or blocked.
				4. Resourcing	A policy, strategy or legal framework adopted and related to PROSPECTS priorities has been secured with adequate resource allocation.
				5. Implementation	A policy, strategy or legal framework is implemented. Includes integration into national systems and establishment of coordination mechanisms.
				6. Coverage and use	Demand generation of relevant services promoted, to ensure its actual use
				7. Monitoring and evaluation	The govt. or carry out a policy monitoring, review and /or policy evaluation. Includes Multi-Partner Monitoring Mechanism

POLICY INFORMATION				LEVEL OF POLICY CHANGE																												
				1. Needs and evidence				2. Commitments				3. Policy adoption/prevention				4. Resourcing				5. Implementation				6. Coverage and use				7. Monitoring and Evaluation				
PILLAR	RIGHT CATEGORY	POLICY PRIORITIES (UNICEF Led)	POLICY MILESTONES	Absent	Emerging	Moderate	Strong	Absent	Emerging	Moderate	Strong	Absent	Emerging	Moderate	Strong	Absent	Emerging	Moderate	Strong	Absent	Emerging	Moderate	Strong	Absent	Emerging	Moderate	Strong	Absent	Emerging	Moderate	Strong	
EDUCATION	Access to TVET	1. Enabling access to nonformal education MFP (NFE/TVET) while ensuring a seamless transition to formal education systems (public and TVET schools).	By end of 2024: The TVET Directorate in cooperation with Prospects partners, will initiate 3 key reforms based on the strategic objectives of the TVET National Strategic Framework (2024-2028) in cooperation with TVET private sector task forces.																													
			By the end of 2024: Draft the Multiple Flexible Pathways (MFP) guidelines, policies and framework.																													
			By the end of 2025: Pilot test and analyze the MFP guidelines, policies and framework.																													
			By the end of 2026: Fully operationalize the MFP guidelines, policies and framework.																													
			By the end of 2027: Standardize and launch the MFP guidelines, policies and framework, at the national level as an integral part of the MEHE's new 5-year strategic plan.																													



Measurement tools – System change integration (HQ)

STEP / LEVELS	DEFINITION	ABSENT	WEAK	MODERATE	STRONG
1. Needs and evidence	A situation analysis reveals the strength of the government's relevant legal framework A baseline policy, strategy or legal framework issue has been identified. Evidence collected.	- Issue not formally defined (no problem statement or agreed population/need) - No documented evidence beyond anecdotes/opinions; no identifiable data sources	- Issue loosely defined; stakeholders acknowledge it but scope/affected groups remain unclear - Limited or opportunistic evidence (e.g., basic scoping, small unstructured consultations, partial admin data pull) with minimal documentation of methods/sources	- Issue clearly defined (who is affected, what need, where, and likely drivers) in a documented product (brief/report) - Evidence collected and assessments completed - Findings synthesized into actionable insights (prioritized needs, plausible causal factors, evidence gaps explicitly stated) - The issue is being framed in policy discourse	- Comprehensive situation analysis completed and - Evidence base is consolidated and accessible and shared with key stakeholders/decision-makers - Policy relevance is explicitly demonstrated with documented validation from government/lead stakeholders (minutes, letters, endorsed brief) - Clear policy relevance established or contribution to the implementation generated.
2. Commitments	A firm discursive commitment from key policy actors for a new or revised policy, strategy or legal framework	- No expressed commitment from key stakeholders; issue not on formal agendas - No documented statements, minutes, or directives indicating intent to pursue change	- Passive interest from relevant actors, but no clear stated intent - Commitment remains informal (side discussions, tentative comments) and is not recorded in official documentation	- Documented discursive commitment exists (e.g., meeting minutes, speeches) stating intent to pursue policy change - Commitment shows some specificity (what instrument is targeted and broad direction), but lacks an agreed process, timeline, or assigned responsibility - Government or partners endorse the idea in official settings; roadmap or intention announced.	- High-level actors actively advocate for policy change, or formally mandated lead institution) - Commitment is institutionalized in official documents (e.g., planning/annual workplan, cabinet note, ministerial directive, coalition agreement, or endorsed roadmap)
	A new or revised policy, strategy or legal framework related to PROSPECTS priorities has been developed. Includes drafting the relevant documents	Early-stage discussions or concept notes in circulation.	Drafting process formally initiated with limited stakeholder consultation.	- Full draft completed, with technical input from UNICEF or partners - Broader consultation ongoing.	Finalized draft prepared, reflecting inclusive consultation and alignment with PROSPECTS priorities.
3. Policy adoption/prevention	A new or revised policy, strategy or legal framework officially adopted by the responsible State body. /A negative policy proposal has been prevented or blocked.	- No drafting outputs exist (no concept note, outline, or drafting plan) - No evidence of an authorized drafting process (no mandate, TOR, or lead assigned) - Adoption timeline unclear.	- Early-stage products exist (problem statement, concept note, outline, zero draft sections) but no formally authorized drafting process yet - Limited consultation (e.g., a small technical circle) with no documented consultation plan or record - Political process moving slowly or with resistance.	- Drafting process formally initiated (mandate/TOR, drafting committee/lead named, workplan) and a substantive draft exists (e.g., first full draft or consolidated draft) or negative proposal formally withdrawn - Some stakeholder input documented (technical ministries, implementing agencies, or key partners), but consultation is partial (limited groups, geography, or affected populations)	- Policy adopted with public dissemination and alignment with institutional mandates. National law meets international standards - Clear alignment to PROSPECTS priorities is demonstrated in the text or annex (e.g., explicit objectives/target groups, results framework, financing/implementation linkages, and coherence with relevant legal/strategic frameworks)

Measurement tools – System change integration (HQ)

STEP / LEVELS	DEFINITION	ABSENT	WEAK	MODERATE	STRONG
4. Resourcing	A policy, strategy or legal framework adopted and related to PROSPECTS priorities has been secured with adequate resource allocation.	- Policy, strategy, plan or framework not yet adopted formally, or adopted without any associated budget or institutional capacity identified - No evidence of financial planning or resource commitments from government or partners	- Policy, strategy, plan or framework adopted, and financing is discussed but not secured. - Resource requirements identified in principle, but no confirmed allocation (e.g., draft budget notes, donor expressions of interest)	- At least some resource commitments exist: specific budget lines identified or partial funding secured from the government - Implementation plan includes indicative costing and assigned responsibilities, though funding is incomplete or not guaranteed	- Policy, strategy, plan or framework fully adopted through official process (gazette, decree, or cabinet approval) - Full or adequate resource allocation confirmed: national or sectoral budget lines approved, and implementing institutions mandated with human resources - Financial sustainability mechanisms identified (e.g., recurring budget provision, integration into multi-year expenditure plan)
5. Implementation	A policy, strategy or legal framework is implemented. Includes integration into national systems and establishment of coordination mechanisms.	- Policy, strategy, plan or framework formally exists but implementation not yet initiated - No operational procedures, institutional arrangements, or budgets applied - No budget or operational procedures dedicated to implementation - No evidence of service delivery or system changes linked to the policy	- Early or pilot implementation activities undertaken in selected areas or sectors - Basic training, tools, or operational manuals under development but not systematically used - Implementation relies heavily on external partners (e.g., UN agencies, NGOs) for financing or execution - National authorities have limited operational ownership or capacity	- Policy, strategy, plan or framework implemented at broader scale within one or more national systems (e.g., education, social protection, employment) - Coordination mechanisms, capacities, data and service systems partially established and functioning - Staff trained and using standard tools or guidelines in some sectors/regions - External support remains important but government takes lead in direction-setting and oversight	- Policy, strategy, plan or framework fully integrated into national systems and institutional cycles (e.g., routine budget, national programmes, or administrative processes) - Coordination mechanisms institutionalized (formalized mandates, regular reporting, inter-ministerial or multi-stakeholder bodies) and clear accountability lines - Government institutions demonstrate sustained operational capacity and a skilled workforce - National data and service systems include refugees and FDPs (e.g., integrated registry, joint monitoring) - Implementation sustained largely through national resources and institutions, with external partners in a supporting or advisory role
6. Coverage and use	Demand generation of relevant services promoted, to ensure its actual use	- No structured information or outreach strategy for refugees/FDPs (no plan, budget line, designated lead, or operational tools). - Enrollment channels or communication materials are absent, inaccessible (e.g., language barriers), or ad hoc. - Refugees/FDPs unaware of available services or eligibility.	- Basic outreach or awareness activities exist, but limited in geography, target groups, or modality (e.g., occasional campaigns, partner-led initiatives). - Messaging focuses primarily on general awareness rather than clear enrollment or referral pathways (e.g., lacks instructions on how/where to register or access benefits). - Government role minimal; communication mainly partner-driven and unsystematic. - Very limited awareness of Refugees/FDPs about the services available and legibility.	- Regular, structured outreach or demand-generation campaigns implemented in one or more systems (e.g., social protection, education, employment) with defined messages, channels, and responsible actors. - Referral and enrollment pathways clearly articulated and functional at least in target areas. - Activities monitored for reach and effectiveness (e.g., participation metrics, referral tracking, service uptake). - Early evidence of increased enrollment or usage of services by refugees/FDPs in implemented areas. - Government increasingly co-leads or integrates demand generation with partner support. - Initial inclusion of refugees/FDPs reflected in practice (e.g., participation in pilot schemes, partial registry integration)	- Demand-generation strategies fully integrated within national or sectoral delivery systems. - Refugees and FDPs regularly featured in outreach materials and monitoring datasets, confirming both awareness and real usage of services. - National programmes and registries explicitly include refugees/FDPs, showing sustained enrollment and service uptake at scale. - Government institutions fully accountable for outreach, supported by ongoing learning systems and inclusive communication infrastructure. - Refugees/FDPs aware of and increase use of relevant services.
7. Monitoring and evaluation	The govt. or carry out a policy monitoring, review and /or policy evaluation. Includes Multi-Partner Monitoring Mechanism	- No institutionalized structured monitoring or evaluation system in place. - Data collection occurs only ad hoc or through external projects; no indicators or frameworks defined	- Basic tracking or informal reviews conducted by the government (e.g., occasional progress updates, limited indicators). - Monitoring depends largely on partner data or isolated initiatives without government consolidation. - Findings rarely documented or discussed at institutional level; no	- Formal review or monitoring mechanisms established under government leadership - Data collected using a common results framework covering at least part of the policy scope (e.g., implementation progress, beneficiary reach). - Evidence increasingly used to adjust implementation plans or budgets. - Multi-partner collaboration emerging, though not	- Fully institutionalized monitoring and evaluation (M&E) system, embedded in national planning or sector structures, with clear roles, financing, and regular reporting cycles. - High-quality data disaggregated by displacement status and other equity variables routinely collected, verified, and used. - Periodic comprehensive evaluations conducted and formally inform revisions or rollouts of new strategies/policies.

ASPECTS RELATED TO THE ROLE PLAYED BY PROSPECTS IN POLICY WORK

This component of the rubric assesses the contextual and programmatic conditions in which policy priorities are implemented. It captures both the enabling environment for refugee inclusion and advocacy (type of context) and the level of policy change targeted, allowing for a more nuanced interpretation of results across countries.

Icon	Levels	Description
	1. Lead contribution	An actor who made a leading contribution, was prominent throughout, stayed the course, and made several significant interventions. UNICEF initiates or catalyzes policy change by convening stakeholders or producing decisive evidence.
	2. Influential actor	UNICEF co-develops policy content with authorities or contributes to drafting official documents. UNICEF’s expertise and proposals are directly reflected in adopted policy or legal instruments. UNICEF is one of a few key actors, each playing a specific role; all are important, though not individually decisive.
	3. Technical contributor	UNICEF is formally invited to contribute technical expertise; participation is structured.
	4. Limited engagement	UNICEF provides inputs or data informally; engagement is ad hoc or reactive.

ASPECTS RELATED TO THE PROGRAM'S WORK AND CONTEXT

Type	Variables	Values	How to measure	Rubric
CONTEXT	Enabling environment for refugees	 UNFAVOURABLE: An environment where structural, political, and security constraints severely limit or prevent effective advocacy and refugee inclusion efforts.  CHALLENGING: An environment where advocacy is possible but constrained by significant political, operational, and institutional barriers.  PROMISING: An environment where conditions are generally conducive to advocacy and refugee inclusion, despite some manageable constraints.  SUPPORTIVE: An enabling environment where institutional, political, and social conditions actively facilitate advocacy and the inclusion of refugees.		

MOCK-UP CLASSIFICATION OF COUNTRIES PER TYPE OF CONTEXT

Type	 1. Unfavourable	 2. Challenging	 3. Promising	 4. Supportive
Countries	Sudan - Active conflict, institutional collapse, and severe access constraints - Extremely limited space for advocacy and refugee protection	Ethiopia - Complex political context with periodic instability - Advocacy possible but constrained by access and governance dynamics Egypt - Stable governance but restricted civic space and controlled advocacy environment - Limited freedom of expression affects refugee-related advocacy Lebanon - Severe economic and political crisis - Increasingly restrictive policies and negative public attitudes toward refugees Iraq - Improved security in some areas but persistent institutional fragmentation - Bureaucratic and political barriers to advocacy	Kenya - Progressive policy direction (e.g. settlement approach) - Continued practical and political constraints on full inclusion Jordan - Strong international cooperation and structured refugee response - Constraints remain in labour market access and long-term integration	Uganda - One of the most progressive refugee policy frameworks globally: - Freedom of movement - Right to work - Access to services - High openness to advocacy and collaboration with humanitarian actors