



Evaluability Assessment and Formative Evaluation (EAFE) of the UNICEF positioning to achieve the UNICEF Strategic Plan 2022–2025

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Item 9: Evaluability assessment and formative evaluation of the UNICEF positioning to achieve the UNICEF Strategic Plan, 2022–2025

Reference document: E/ICEF/2023/3

Background and Objectives

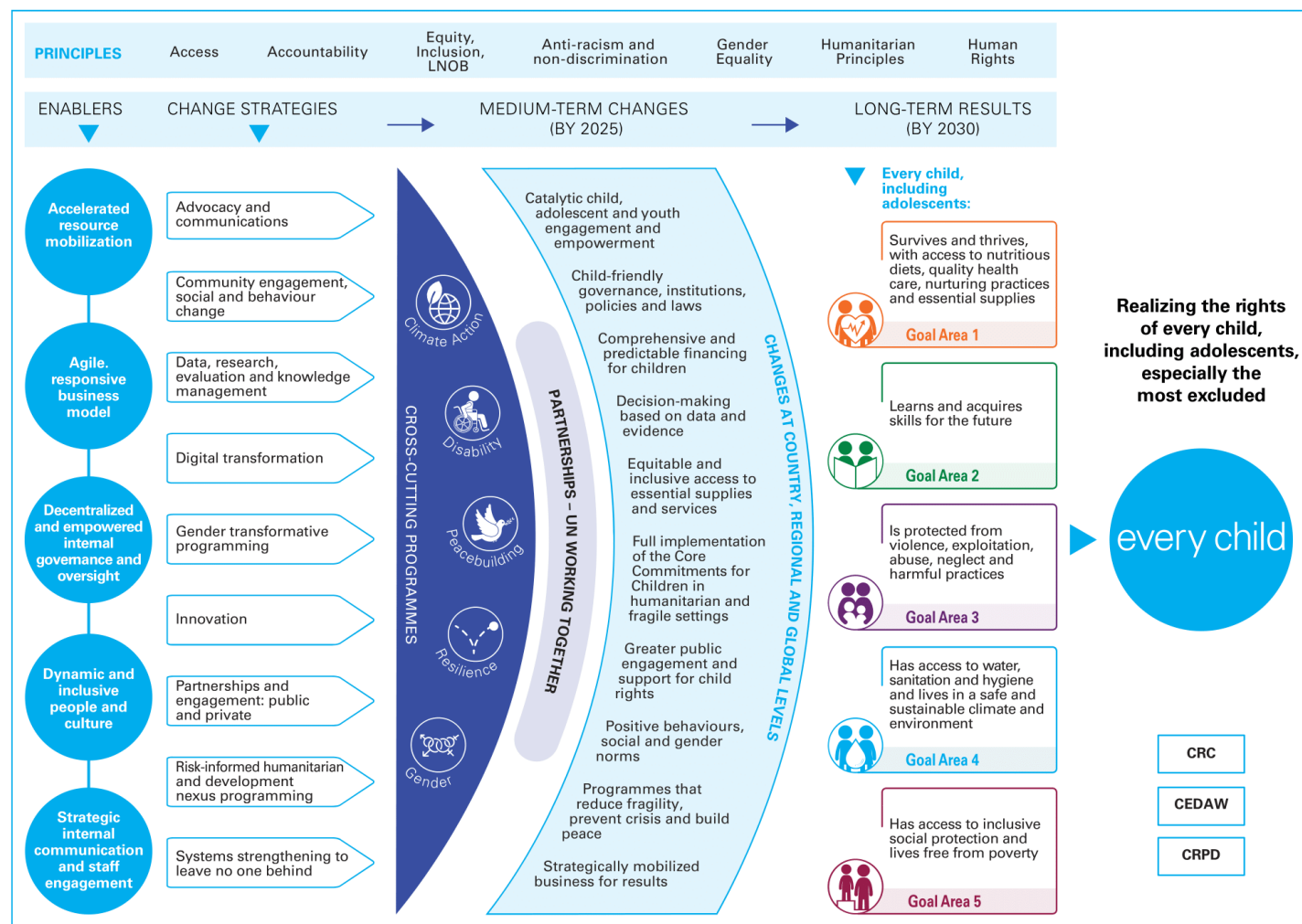
Background

Exercise was commissioned in the first year of the Strategic Plan in order to help UNICEF identify **points of institutional strength** and **areas requiring course adjustment** before these might become more challenging problems for UNICEF and its partners.

Objectives

The exercise aimed to assess **traditional evaluability issues** and determine whether **the strategic elements of the Strategic Plan** and other **foundational aspects are in place** to achieve its goals.

Intended as an *early, rapid and forward-looking* assessment to help UNICEF and its partners identify, and thus anticipate and manage, potential risks.



Scope and Approach

Evaluation Question: To what extent does UNICEF have the most critical technical and strategic elements in place to **achieve the goals it has committed to in the Strategic Plan 2022–2025** and to meaningfully **monitor and evaluate its progress** against these goals?

Not an assessment of the Strategic Plan itself, but rather the organization's overall preparedness to implement it and measure its progress

Scope: Examined **ongoing operationalization and implementation of Strategic Plan (2022-2025)** --i.e., **technical and strategic elements** and other **foundational aspects**. Assessed the 5 programmatic **Goal Areas** and includes 3 case studies.

Approach: Designed to be as broad as robust as possible within its intentional time constraints. Applied a **mixed-methods approach**, including a combination of traditional evaluability approaches and the use of a readiness assessment framework that measures five criteria, e.g., **approach, positioning, technical capacity, resources, and partnerships**. Given time constraints, the exercise focused on **internal** stakeholders to examine the organization's preparedness

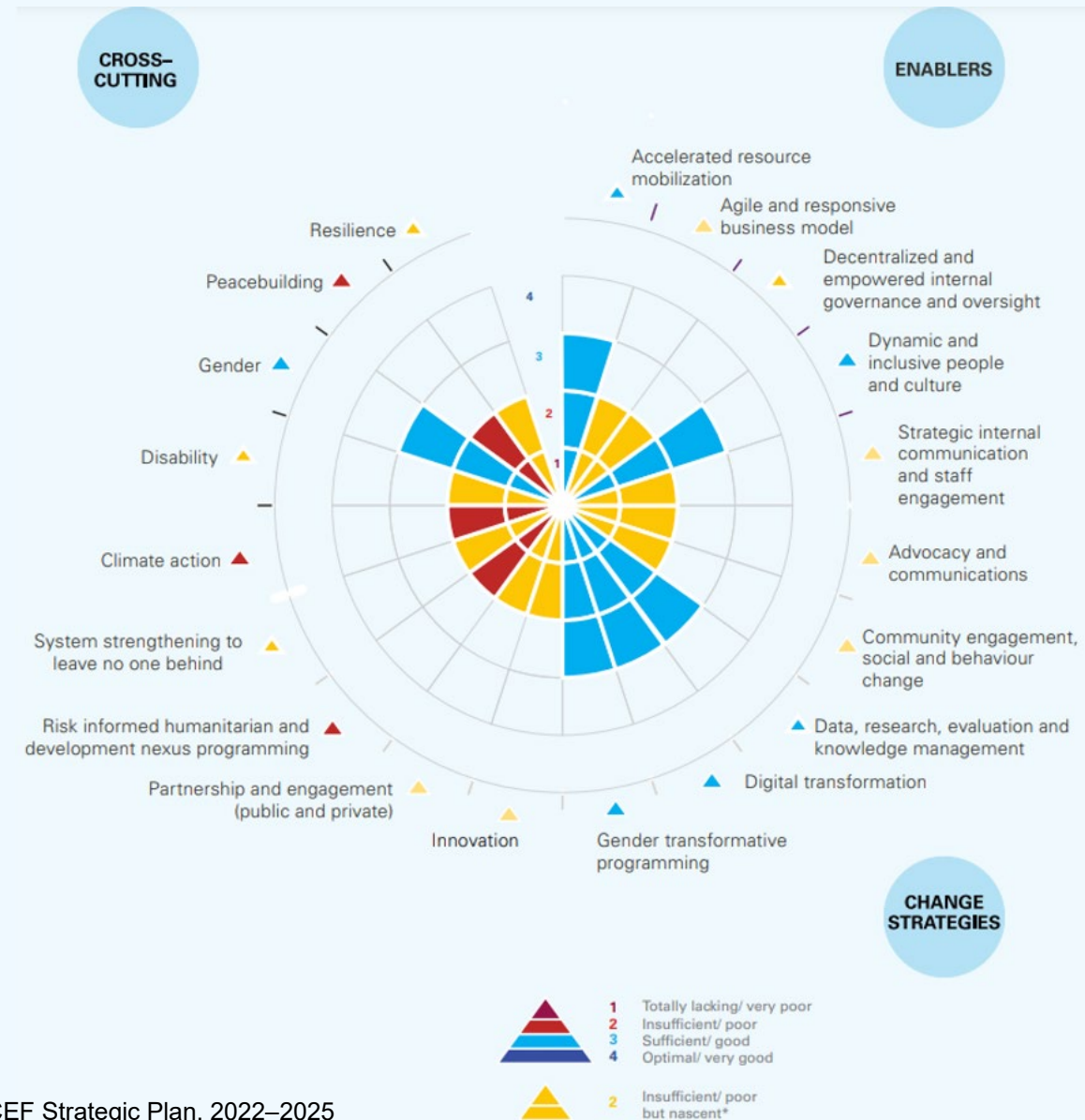


Findings: Readiness for the strategic elements

Overall, the organization is developing its preparedness yet there is still much to improve.

All strategic elements were partially in place, with 6 being sufficient/good, 10 insufficient but nascent, and 3 were inadequate/poor.

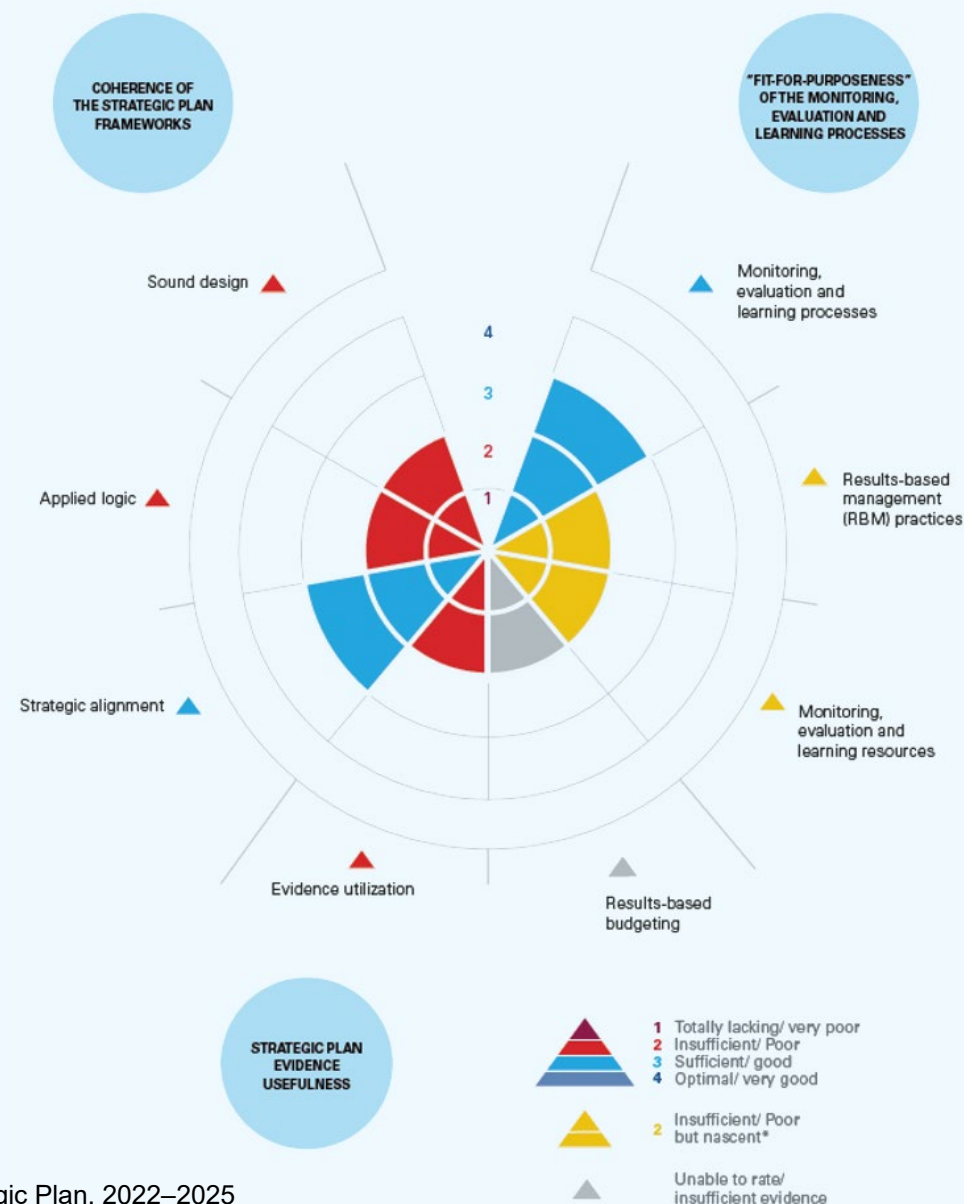
- Newly introduced elements to the current Strategic Plan had **lower readiness ratings** than others.
- **Cross-cutting elements showed the lowest readiness ratings** across all data sources, including the staff survey; however, **gender had consistently high ratings** as a change strategy and cross-cutting programme.
- The most consistent **strengths** were demonstrated in positioning, technical capacity and partnerships.
- **Weaknesses** were found in resourcing.



Findings: Readiness for the technical elements

UNICEF can be optimistic about a high-quality summative evaluation in 2025, but formative evaluative efforts face important barriers.

- While the new Strategic Plan has increased the focus on outcomes for children, the **integrated results and resources framework does not capture the contributions of UNICEF to outcomes.**
- **Mechanisms for using evidence to support decision-making can also be improved.**
- The **Plan’s direction is clear and sufficient to guide programme alignment.** However, it is **insufficient when it comes to developing coherent frameworks.**
- The **monitoring, evaluation, learning and, results-based management practices** that support the Strategic Plan while nascent, are still **insufficient.**



Recommendations



Recommendation 1: Accelerate programmatic and organizational convergence towards outcomes for children.



Recommendation 2: Clarify accountabilities for delivery of Strategic Plan.



Recommendation 3: Reduce structural competition to support Strategic Plan performance.



Recommendation 4: Provide additional clarity on the process of Strategic Plan prioritization at country level.



Recommendation 5: Strengthen change management capability.



Recommendation 6: Directly address the divergence between Strategic Plan financial resources and demand needs.



Recommendations



Recommendation 7: Ensure practical collaboration and a joined-up approach on data, research, evaluation and knowledge management.



Recommendation 8: Capitalise on the full potential of intersectionality.



Recommendation 9: Address gaps and technical barriers to progressive evaluability.



Recommendation 10: Improve flow of knowledge and access to technical capacity.



Recommendation 11: Define and enact a systematic approach for responses to global shocks.



Recommendation 12: Clarify the focus on climate action.



Thank you.