

Management response to the evaluability assessment and formative evaluation of the UNICEF Strategic Plan, 2022–2025

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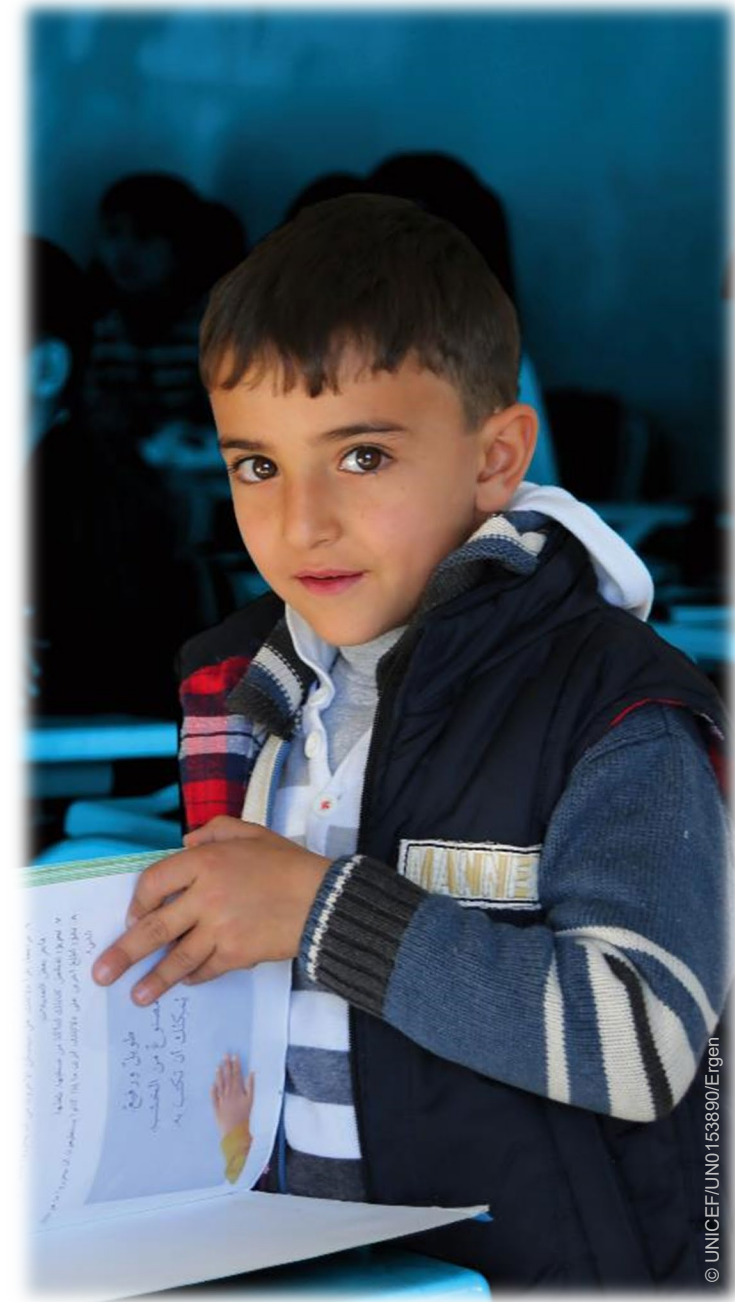
Informal briefing – 19 January 2023

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

Reference document: E/ICEF/2023/4

UNICEF Strategic Plan, 2022–2025

- Endorsed by the Executive Board at its second regular session of 2021
- Developed when child-related Sustainable Development Goals were already off-track even before COVID-19 pandemic
- Outcome-oriented in nature to live up to the ambition of the 2030 Agenda, in line with the expectation of all stakeholders, including the Member States and children and young people
- Heavily informed by the lessons learned during the mid-term review, as well as evaluation of the previous Strategic Plan, 2018–2021



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

Agree

- ▶ Shift towards a more holistic approach to address structural barriers and drive convergent programming through multisectoral work planning and knowledge-sharing
- ▶ Identify and use incentives to achieve better external convergence
- ▶ Articulate a clear vision on organizational and cultural convergence

Recommendation 2. Clarify accountabilities for delivery of the Strategic Plan, 2022–2025

Agree

- ▶ Articulate the interrelated accountabilities and the link to associated human and financial resources of the Strategic Plan and Country Programme Documents
- ▶ Fully implement the matrix approach as intended and reflect this approach in performance management

Recommendation 3. Reduce structural competition to support Strategic Plan performance

Agree

- ▶ Ensure that staff across offices understand that the Strategic Plan is a framework based on which needs and issues should be prioritized
- ▶ Expand change management initiative to include reducing internal competition for resources, as part of the ongoing work on the Resource Allocation Framework

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

Agree

- ▶ Provide support to country offices on how to prioritize and focus on elements of the Strategic Plan in different contexts (New country programme procedure and guidance issued in October 2022)
- ▶ Initiate a candid discussion with offices in different contexts, prioritizing middle- and high-income settings

Recommendation 5. Strengthen change management capability

Agree

- ▶ Review organizational structure and staffing capacity for change management
- ▶ Engage in a more detailed discussion to address underlying cultural issues for better results for children and a better workplace, with stronger engagement from senior leaders
- ▶ Ensure that changes are reinforced with an integrated approach to communication of change, involving senior leadership

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

Agree

- ▶ Develop new approaches to estimating the outcome-level resource needs
- ▶ Further strengthen UNICEF positioning and partnerships within the United Nations system
- ▶ Review the current internal resource allocation mechanisms
- ▶ Accelerate the implementation of the flexible funding strategy

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

Agree

- ▶ Develop a clear and harmonized understanding of functions
- ▶ At the country level, test approaches on evidence generation and knowledge management that would feed into evaluation
- ▶ Extend the reach of knowledge management and the evidence functions to support the design of country programmes

Recommendation 8. Capitalize on the full potential of intersectionality

Agree

- ▶ Clearly articulate the UNICEF approach to intersectionality, ensure its application in situational data and analysis, and as a programming principle
- ▶ Establish clear accountabilities in planning and results-based management
- ▶ Expand the Global Technical Teams' approach to the gender and disability cross-cutting areas

Recommendation 9.

Address gaps and technical barriers to effective periodic programme and strategic reviews

Agree

- ▶ Ensure that this monitoring, evaluation and learning process has sufficient resources at all levels by rebalancing efforts invested previously in heavy reporting systems and strengthening internal capacity for capturing outcomes during implementation
- ▶ Ensure that there are no fragmentations and contradictions in monitoring, evaluation and learning platforms and systems

Recommendation 10.

Improve the flow of knowledge and access to technical capacity

Agree

- ▶ Work across teams and offices to better meet country office needs by strengthening technical expertise in emerging and cross-cutting issues, and drawing on good practices (e.g. lessons learned from Global Technical Teams)
- ▶ Build and strengthen partnerships with other organizations to bring in new expertise

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

Agree

- ▶ Expand the concept of emergency preparedness to include major global shocks and develop response scenarios
- ▶ Affiliate with other agencies/private sector for horizon scanning risk assessments

Recommendation 12. Clarify the focus on climate action

Agree

- ▶ Mainstream a greater focus on climate action by moving beyond the current emphasis on disasters and preparedness and recognizing that climate change affects the way that UNICEF delivers, as well as the development trajectory for children
- ▶ Build on the comparative advantage by pursuing the Global Advocacy Priority around climate action through the lens of children and adolescents as critical agents of change



Conclusion

- The findings should be considered within the context of a long-term Plan with a horizon towards 2030.
- UNICEF agrees with all 12 overarching recommendations.
- Over 40 per cent of action points are already under way.
- UNICEF remains committed to reflecting the findings of evaluations and reviews in implementing its Strategic Plan, 2022–2025, and will closely work with the Evaluation Office to support stakeholder engagement.

A young boy with dark hair and a bright smile is the central focus. He is wearing a grey zip-up jacket over a yellow shirt. He holds a red paper airplane in his right hand, which is extended towards the viewer. The background is filled with numerous blue paper airplanes, some of which are in motion, creating a sense of activity and joy. The overall scene is brightly lit, emphasizing the colors of the paper airplanes and the boy's expression.

Thank you.