Global thematic evaluations

1. UNICEF’s cluster lead agency role
2. Child protection in emergencies

Presentation to the UNICEF Executive Board
Second Regular Session, 9-12 September 2014

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UNICEF’s cluster lead agency role in humanitarian action

The “cluster approach”:

- introduced in 2005 to enhance coordination during emergencies
- to strengthen predictability, accountability and partnerships.

UNICEF leads/co-leads five Clusters and Areas of Responsibility (AORs):

- one third of the cluster system overall
- a major investment of UNICEF time and resources.

Given this major investment, the evaluation (CLARE) asks:

- How well does UNICEF carry out its Cluster Lead Agency (CLA) role?
- What should it do in future?
CLARE: Key findings

What is UNICEF doing well?

✓ UNICEF seen to be broadly and increasingly effective, especially in country
✓ Investment significant but not excessive: “outcomes justify investments”
✓ Better internal coordination
✓ Roles match UNICEF areas of comparative advantage
✓ Cluster surge capacity significantly improved
✓ Clearer policies through active engagement in IASC

...and less well?

✗ Some weaknesses in global partnership performance
✗ Roles and responsibilities unclear
✗ HR approach fragmented:
  ✓ lack of a career path;
  ✓ double-hatting;
  ✓ capacity development limited to basic awareness training
  ✓ Lack of organization-wide guidance
✗ Cross-cluster coordination weak; integrated programming rare
✗ “Mission creep”: beyond emergency response
UNICEF should continue to build on good practices, and also:

• Develop a “cluster ready” initiative to increase country office preparedness in high risk countries

• Strengthen UNICEF-wide management systems to support CLA role, clarifying role of regional offices

• Develop an integrated strategy for human resources management and staff development in relation to CLA

• Increase coherence and consistent application of UNICEF CLA policy and practice

• Reduce the use of clusters for inappropriate purposes:
  • establish exit modalities
  • provide alternative models and tools for non-humanitarian activities.
Rising numbers of children and women are affected by disasters and armed conflict, increasing the scale and range of child protection issues.

UNICEF’s approach to child protection (CP) in emergencies:
- set out in the Child Protection Strategy (2008)
- addresses the Core Commitments for Children (CCCs)
- aims to strengthen CP systems (formal and informal), in all phases (pre-crisis, during crises, and in post-crisis recovery).

Evaluation of UNICEF programmes to protect children in emergencies (CPIE):
- assesses UNICEF’s performance in recent years
- draws lessons and recommendations for future use.
CPIE: Key findings

What UNICEF is doing well

UNICEF effective on many issues, including work with hard-to-reach groups:

✓ Most separated children successfully reunited
✓ Psycho-social programmes reaching many
✓ Support to prevent recruitment of children to armed groups; and to prompt the release of such children
✓ Reintegration support provided
✓ Extensive and effective programme response to gender based violence
✓ Mine risk education
✓ Leadership of CP clusters/working groups: strengthening preparedness and coordination

...and less well

UNICEF needs to strengthen its efforts on some issues:

× Advocacy has been strong on recruitment issues, but less focused on other violations.
× Conceptual approach to system strengthening in conflict-affected and fragile states needs further elaboration
× Systematic interventions aimed at social change need to be extended
× Prevention of violence against children and women has been weaker than response to such violence
× Data management and case management are very weak
× Funding for child protection is insufficient to provide adequate leadership and maintain effective programme response
CPIE: Key recommendations

- Further develop inter-agency human rights based advocacy; engage on rule of law/impunity issues and security sector agendas.
- Strengthen the prevention of violence against girls, boys and women in emergencies through:
  - social change interventions
  - low cost approaches on preparedness
- Strengthen data management, case management and evidence building for advocacy, programme management and accountability.
- Invest in systematic national capacity development, especially data management.
- Strengthen inclusion of children with disabilities.
- Harmonise the CP strategy and CCCs; develop CP approach in fragile and conflict affected states; and increase funding.
Adequate nutrition essential to child survival and development: a key focus of the CRC and UNICEF’s mandate, including in emergencies:

- Strategic Plan (2014-2017) Outcome 4 focuses on nutrition
- Spending on nutrition is growing, especially in emergencies
- UNICEF engaged in major global partnerships

Evaluation synthesis report intended to inform roll-out of UNICEF’s Strategic Plan, a new strategy for addressing child undernutrition and future policies and programmes by:

- Reviewing evaluation quality and coverage in the field of nutrition ((2009-13)
- Presenting findings and learning by evaluation criteria and cross-cutting issues
- Assessing the use of evaluations
- Providing recommendations to strengthen programming and results.
Nutrition report: key findings

What UNICEF has done well
Important results achieved in recent years:

✓ Programmes were generally relevant and effective
✓ Programmes successfully reached groups in need
✓ Partnerships were found to have synergistic effects leading to gains in process, coverage and outcomes
✓ Some examples of good practice:
  ✓ successful M&E and innovative information systems
  ✓ multi-sectoral programming
✓ High rate of completion of Management Responses

...and less well
Action needed on key issues:

✗ Weaknesses in programme design
✗ Failure to integrate nutrition into national health systems and to link with other sectors
✗ Weak technical support (weak national systems, capacities and ownership regularly undermine scale-up and sustainability)
✗ Reaching the hard-to-reach remains a challenge; disability was not integrated
✗ Uneven funding: some components underfunded relative to need
✗ Weak monitoring arrangements and data gaps, notably on cost efficiency issues
✗ Evaluation coverage in both development and emergency contexts falls below requirements.
✗ Insufficient follow up of agreed actions in Management Responses.
Nutrition report: key recommendations

• Improve nutrition programme design in line with results-based management principles

• Strengthen national/local systems to respond to priority nutrition needs through upstream policy work, technical support and institutional capacity development.

• Develop strategies and plans to address gaps in evaluation coverage

• Improve the dissemination and use of evaluations.
Thank you for your attention!