

Evaluation of UNICEF's 2018-2021 Strategic Plan

Inception Report

Evaluation Office

August 14, 2020

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ACRONYMS

ADB	Asian Development Bank
AfDB	African Development Bank
ATI	Aid Transparency Index
BIG	UNSDG Business Innovations Group
BOS	Business Operations Strategy
CBOCP	Common Business Operations and Common Premises
CC	Common chapters of the Strategic Plans of UNDP/UNFPA/UNICEF/UN-Women
CCA	Common Country Analysis
CCCs	Core Commitments for Children in Humanitarian Action
CDB	Caribbean Development Bank
CEE/CIS	Central and Eastern Europe and the Commonwealth of Independent States
COAR	Country Office Annual Report
COVID-19	Coronavirus Disease
CPD	Country programme document
CPAP	Country programme action plan
CRC	Convention on the Rights of the Child
CRING	Country Reporting on Indicators for the Goals
CEDAW	Convention for the Elimination of All Forms of Discrimination Against Women
CI	Conservation International
CRPD	Convention on the Right of Person with Disabilities
CSD	United Nations Commission on Sustainable Development
CSO	Civil Society Organisations
CWMM	Child Welfare Mega Map
C4D	Communication for development
DAC	Development Assistance Committee of the OECD
DAO	United Nations System Delivering as One
DCO	United Nations Development Coordination Office
EAPRO	UNICEF East Asia and the Pacific Regional Office
EB	Executive Board of UNICEF
ECARO	UNICEF Europe and Central Asia Regional Office
ECESA	United Nations Executive Committee on Economic and Social Affairs
ECD	Early Childhood Development
ECOSOC	Economic and Social Council of the United Nations
ECLAC	United Nations Economic Commission for Latin America and the Caribbean
EDGE	Economic Dividends for Gender Equality - (EDGE Certification)
ERG	Evaluation Reference Group
ERM	Enterprise Risk Management Framework
ESARO	UNICEF Eastern and Southern Africa Regional Office
FAO	United Nations Food and Agriculture Organisation
FGM/C	Female genital mutilation/cutting
GA	General Assembly of the United Nations
GAP	UNICEF Gender Action Plan

GEF	Global Environment Facility
GEI	United Nations Girls' Education Initiative
GMT	UNICEF Global Management Team
GNI	Gross National Income
GNP	Gross National Product
GPE	Global Partnership for Education
GPEVAC	Global Partnership to End Violence against Children
GPI	Genuine Progress Indicator
GSP	High-level Panel on Global Sustainability
GSSC	Global Shared Service Center
GWP	Global Water Partnership
HICs	High Income Countries
HIV	Human Immunodeficiency Virus
HDI	Human Development Index
HR/GE	Human Rights & Gender Equality
HSDI	Human Sustainable Development Index
ICT	Information and communication technology
IDO	Intermediate development outcome
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organisation
ICFD	International Conference on Financing for Development
IEA	International Energy Agency
IEAE	International Atomic Energy Agency
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
IMF	International Monetary Fund
IP	International professional
IRRF	Integrated Results and Resources Framework of the UNICEF Strategic Plan
ISA	Integrated Sustainability Assessment
IUCN	International Union for Conservation of Nature
NGOs	Non-governmental organisations
LACRO	UNICEF Latin America and the Caribbean Regional Office
LDCs	Least Developed Countries
LICs	Low Income Countries
LLDCs	Landlocked Developing Countries
LMICs	Lower Middle-Income Countries
LIGHT	Lightweight and agile information technology
MAF	Management and Accountability Framework
MDG	Millennium Development Goal
MENARO	UNICEF Middle East and North Africa Regional Office
MHH	Menstrual Health and Hygiene
MoRES	Monitoring Results for Equity System
MPTFO	Multi-Partner Trust Fund Office

MTR	Mid-term review of the Strategic Plan
MTSP	Medium-term strategic plan
NGO	Non-governmental Organisations
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRLLS	Office of the High-Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
PER	Programme effectiveness review
PSEA	Protection from Sexual Exploitation and Abuse
QCPR	Quadrennial Comprehensive Policy Review by UNGA
RBM	Results Based Management
RES	United Nations General Assembly Resolution
ROSA	UNICEF Regional Office for South Asia
SAM	Severe Acute malnutrition
SDA	Shared Development Agenda
SDG	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SG	Secretary General of the United Nations
SIDS	Small Island Developing States
SNAs	System of National Accounts
SP	Strategic Plan
SSA	Sub-Saharan Africa
SWC	State of the World's Children – UNICEF Annual Report
SWSD	System-Wide Strategic Document
UBRAF	Unified Budget, Results and Accountability Framework
UMICs	Upper Middle-Income Countries
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCCD	United Nations Convention to Combat Desertification
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UN DESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UN ESCAP	Economic and Social Commission for Asia and the Pacific
UN ESCWA	Economic and Social Commission for Western Asia
UNFCCC	United Nations Framework Convention on Climate Change

UNFIP	United Nations Fund for International Partnerships
UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNISDR	United Nations International Strategy for Disaster Reduction
UNMAS	United Nations Mine Action Service
UNMIC	United Nations Mission in Country
UNOPS	United Nations Office for Project Services
UNRC	United Nations Resident Co-ordinator
UNRISD	United Nations Research Institute for Social Development
UNSC	United Nations Security Council
UNSD	United Nations Statistics Division
UNSDCF	United Nation Sustainable Development Country Framework
UNSDG	United Nations Sustainable Development Group
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
WASH	Water supply, sanitation and hygiene
WB	World Bank
WBCSD	World Business Council for Sustainable Development
WCARO	UNICEF West and Central Africa Regional Office
WCD	World Children's Day
WDI	World Development Indicators
WEC	World Energy Council
WEF	World Economic Forum
WFP	World Food Programme
WHO	World Health Organisation
WIPO	World Intellectual Property Organisation
WMO	World Meteorological Organisation
WTO	World Trade Organisation

1 UNDERSTANDING THE MANDATE

1.1 CONTEXT OF THE EVALUATION

As mandated by the United Nations General Assembly, UNICEF advocates for the protection of children's rights, helps meet their basic needs and expands their opportunities to reach their full potential. To guide the organisation in implementing this mission, UNICEF has developed its Strategic Plan, 2018-2021. The Strategic Plan 2018-2021 builds on lessons learned from the implementation of the strategic plans 2006-2013 and 2014-2017. The Strategic Plan, 2018-2021 is rooted in the UNICEF commitment to equity, which means that all children have an opportunity to survive, develop and reach their full potential, without discrimination, bias or favouritism. At the highest level of impact, the Strategic Plan seeks to realize the rights of every child, especially the most disadvantaged and excluded.

The Executive Board of UNICEF approved the organisation's Strategic Plan, 2018-2021 at its Second Regular Session of 2017. The [Results Framework](#) of the Strategic Plan sets out measurable targets and indicators, defining results for children, especially the most disadvantaged, including those in humanitarian situations, as well as change strategies and enablers that support the achievement of results. In line with the UN resolution of [2016 Quadrennial Comprehensive Policy Review \(QCPR\)](#), the UNICEF Strategic Plan includes a [Common Chapter](#), describing a joint commitment with UNDP, UNFPA, and UN-Women to work together to support the 2030 Agenda.

1.2 REPOSITIONING THE UN DEVELOPMENT SYSTEM

In 2018 the UN Assembly passed its landmark resolution on repositioning the UN development system. Alongside UNDS Partners, UNICEF supports the vision and objectives of the UNDS reform – that is, strengthening the UN's collective support to the SDGs in order to drive better results at country and regional levels, while also improving system-wide transparency and accountability and increasing efficiencies.

UNICEF is engaged in this reform process, providing significant contributions and inputs, supporting implementation, and making necessary internal adjustments and alignments. It does so in close coordination with the United Nations Sustainable Development Group (UNSDG) and with the support of the United Nations Development Coordination Office (DCO).

UNICEF supports (i) the new generation of Resident Coordinators (RCs) and coordination offices in country settings, (ii) the implementation of the country level chapter of the Management and Accountability Framework (MAF), and (iii) the agreed funding arrangements for the RC system, including the collection of the 1% levy. UNICEF is engaged in the development of new Common Country Analyses (CCAs) and the design of new United Nation Sustainable Development Cooperation Framework (UNSDCF) in few countries where this process has commenced.

During its Annual Session of 2020, the Executive Board received a report on the Structured Funding Dialogue which outlines the progress achieved on the Funding Compact. UNICEF is engaged in the Joint

SDG Fund, and as member of the Operational Steering Committee plays an active decision-making role in programmatic and operational processes. UNICEF supported the creation of the Secretary General's COVID-19 Response and Recovery Fund and UNICEF is an active participant in the Advisory Committee, UNICEF also extends support to the Multi-Partner Trust Fund Office, as an Administrative Agent.

The Evaluation Team will examine the survey conducted in 2020 on the results of UNICEF involvement in the Repositioning the UN development system.

1.3 THE EVALUAND: UNICEF STRATEGIC PLAN 2018-2021.

The UNICEF Strategic Plan 2018-2021, anchored in the Convention on the Rights of the Child, charts a course towards attainment of the Sustainable Development Goals and the realization of a future in which every child has a fair chance in life. It sets out measurable results for children, especially the most disadvantaged, including in humanitarian situations, and defines the change strategies and enablers that support their achievement. Working together with Governments, United Nations partners, the private sector, civil society and with the full participation of children, UNICEF remains committed to realize the rights of all children, everywhere, at all times, and to achieve the vision of the 2030 Agenda, envisioning a world in which no child is left behind.

The [Strategic Plan](#) 2018-2021 has five Goal Areas:

- (1) Every child survives and thrives;
- (2) Every child learns;
- (3) Every child is protected from violence and exploitation;
- (4) Every child lives in a safe and clean environment; and
- (5) Every child has an equitable chance in life.

The Strategic Plan has eight Change Strategies and four (plus one more recently added) Internal Enablers to support the efficient delivery of these five goal areas. Humanitarian action and gender equality are also integrated into the Strategic Plan as cross-cutting priorities.

The backdrop of the Plan has been the multiple deprivations children face all over the world, related to health, nutrition, learning, safety, protection and empowerment, compounded by demographic shifts, economic uncertainty, growing inequality and humanitarian needs and the devastating impacts of climate change. The UNICEF Strategic Plan, 2018–2021 identifies significant gaps in the achievement of the global accords for many of the world's 2.3 billion children. The nature of these gaps requires a deeper understanding of what is and is not working for children and how UNICEF and partners can effectively accelerate progress.

The [mid-term review](#) of the Strategic Plan, undertaken early 2020, identified areas of acceleration towards the specific targets of the Strategic Plan and the SDGs. However, as the organisation geared up for acceleration, the unprecedented COVID-19 struck, disrupting the lives of all people around the world and undoubtedly challenging the progress towards the 2030 agenda. The consequences of this unparalleled crisis are yet to be fully understood. Emerging data suggest a significant impact on children and their families as well as on UNICEF operations and its partners'.

1.4 RESULTS FRAMEWORK ARCHITECTURE AND THEORY OF CHANGE OF THE UNICEF STRATEGIC PLAN

Given the highly decentralized nature of an organisation such as UNICEF, summarizing the Strategic Plan’s global results framework architecture and theory of change, presents an important and challenging task. Many of the expected results and related implementation strategies are nationally led and specific to country contexts. Furthermore, the change processes that are needed to realize the rights of all children, especially the most disadvantaged, are often non-linear and challenging to plan or predict with enough detail for the short to medium term. Therefore, the Theory of Change for the work of UNICEF globally needs to strike a balance: it must be rigorous and specific enough to provide strategic direction for the organisation as a whole, while being flexible enough to allow sufficient scope for planning and decision-making based on the local context through country programmes of cooperation.

The global configuration of the Strategic Plan 2018-2021 can be summarized in Figure 1 and Figure 2. The Result Framework Architecture, as illustrated in Figure 1, presents the key elements of the Strategic Plan. Figure 2 summarizes its global theory of change. The theory of change for the five strategic outcomes may be found in Annex 2.

Figure 1 - Results Framework Architecture

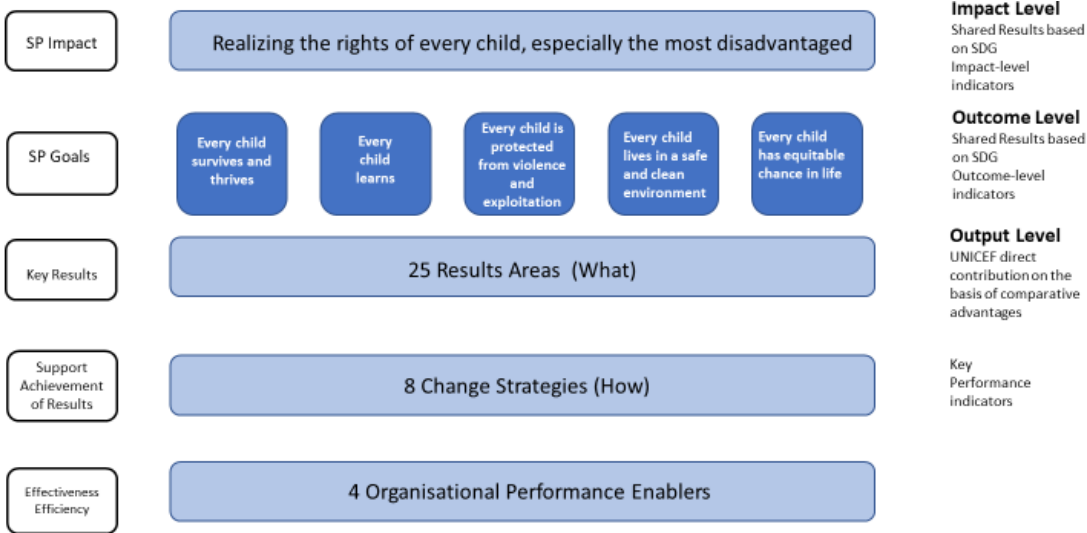
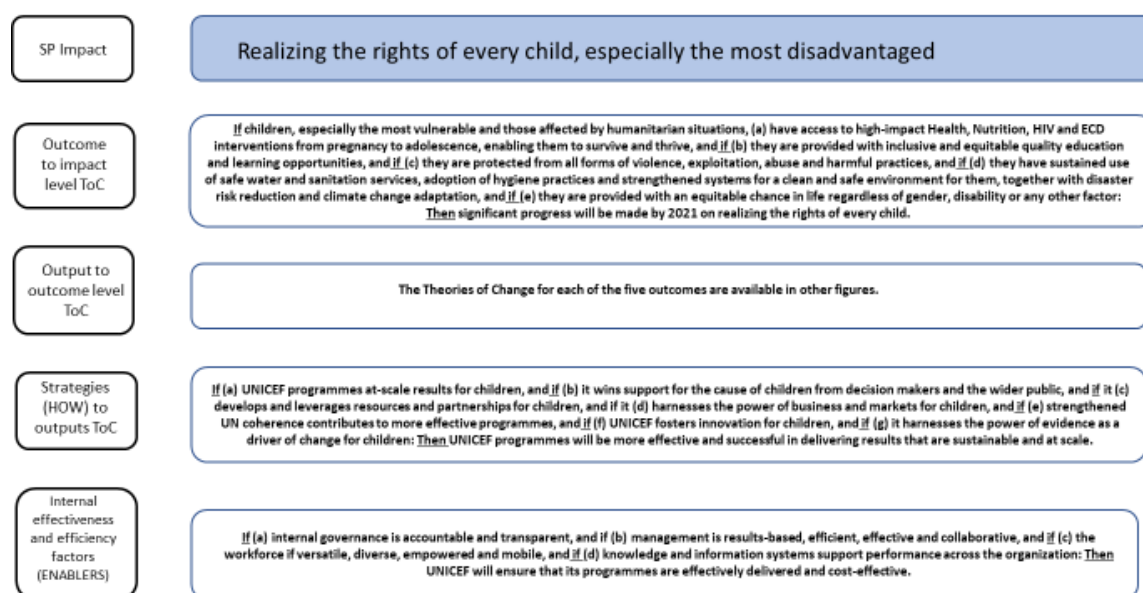


Figure 2 - Theory of Change, Strategic Plan 2018-2021



1.5 COMMON CHAPTER

As part of the efforts to ensure more coherence between UN agencies, UNDP, UNICEF, UNFPA and UN-Women included a Common Chapter in their Strategic Plans, and agreed by their respective Executive Boards in 2017. The recently published *Joint report on the evaluability assessment of the common chapter to the strategic plans of UNDP, UNFPA, UNICEF and UN-Women* found that the available information made it difficult to define the common chapter's contribution to enhanced collaboration or efficiency gains, particularly in the context of the UNDS reform. In light of the report's findings, and recognizing the potential major implications of the COVID-19 pandemic, the joint Executive Board requested to continue seeking opportunities to broader collaborations on United Nations Reform and system-wide activities in support of the achievement of the Sustainable Development Goals. It is not envisaged that during the evaluation of the Strategic Plan 2018-2021, the Common Chapter will be examined because such an exercise would require a joint endeavour.

2 RATIONALE AND SCOPE OF THE EVALUATION

2.1 RATIONALE OF THE EVALUATION

The evaluation of the Strategic Plan 2018-2021 is part of the UNICEF's [Plan for Global Evaluations](#) endorsed by the Executive Board in February 2018. The evaluation of the Strategic Plan is expected to be considered by UNICEF Executive Board in February 2021, along with the management response.

This is the first time that UNICEF evaluates its Strategic Plan. The evaluation of the Strategic Plan 2018-2021 will be conducted in accordance with the provisions of the UNICEF [Evaluation Policy](#) and the [UNEG norms and standards](#). The primary objectives of the evaluation are to:

- Assess the use of the Strategic Plan as a tool for guiding UNICEF and for managing its activities,
- Facilitate learning from UNICEF experience during the Strategic Plan period 2018-2021,
- Provide actionable recommendations with respect to UNICEF overall strategy and strategic planning process for the Strategic Plan 2022-2025.

2.2 PURPOSE OF THE INCEPTION REPORT

The inception phase of July 2020 provided the individual consultant team with an opportunity to gain a better understanding of UNICEF's expectations for the evaluation of the Strategic Plan. The overall objective for the inception phase is to elaborate an approach for the evaluation.

No terms of reference for the assignment were initially drawn. Instead a Concept Note was prepared by UNICEF Evaluation Office (see Annex). The Concept Note was shared with UNICEF Senior Management. Comments were received, discussed internally, and considered (when appropriately fitting the scope of the evaluation), during the preparation of the Inception Report.

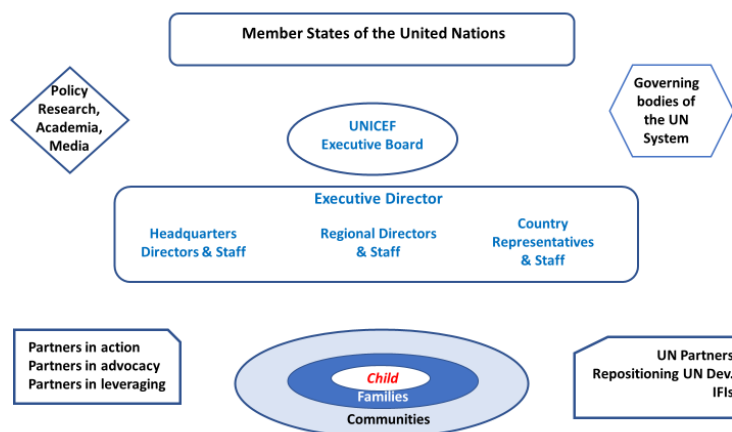
This inception report builds on the Concept Note and aims at providing an initial roadmap for the conduct of the evaluation, which guides the evaluation team and informs evaluation stakeholders. In order to do this, the structure of the inception report includes the following elements:

- A brief analysis of the context in which the evaluation is taking place, to inform the evaluation design;
- A conceptual framework for the evaluation;
- A list of evaluation questions that build on preliminary stakeholder consultation and documentation analysis during the inception phase;
- An outline of the evaluation methodology and tools to be used;
- A work plan, outlining the division of duties among the team and a clear timeline of key deliverables.

2.3 TARGET AUDIENCE AND STAKEHOLDERS

The target audience for the evaluation results is UNICEF Executive Board and Senior Management. Figure 3. identifies the stakeholders of the evaluation of the Strategic Plan 2018-2021.

Figure 3 - Stakeholders



2.4 KEY OBJECTIVES OF THE EVALUATION OF THE STRATEGIC PLAN 2018-2021

The overarching objective of this evaluation is to assess the role of the Strategic Plan 2018-2021 in enhancing UNICEF's contribution to the realization of all children's rights as enshrined in the Convention on the Rights of the Child, and the achievement of the Sustainable Development Goals. The main objectives are as follows:

- Assess the alignment of the Strategic Plan 2018-2021 with the mission of UNICEF, the Convention on the Rights of the Child, and the 2030 Agenda.
- In the context of ongoing critical global factors that constrain the rights and wellbeing of children, examine the contribution of the Strategic Plan to adjust priorities to accelerate UNICEF's contribution to the 2030 Agenda and the fulfillment of children's rights.
- Assess the Strategic Plan 2018-2021's efficient resource allocation to operationalize priority programmes across the different goal areas and contribute to 2030 Agenda.
- Assess how the Strategic Plan is fostering collaboration and partnerships with governments, business and civil society, and new ways of working together with sister UN agencies and other International Financial Institutions, in line with the QCPR and the system wide UNDS reform.
- Assess the utility of the UNICEF Strategic Plan to contribute and to accelerate country level efforts to support national priorities and the achievement of child focused SDGs for the realization of children's rights.

2.5 GEOGRAPHICAL SCOPE

This is a global evaluation examining UNICEF’s activities worldwide. It covers the three levels of the organisation: Headquarters, Regional Offices and Country Offices. Reference will be made to other entities of the United Nations system, as well as key UNICEF partners.

2.6 LIMITATIONS OF THE EVALUATION

The evaluation design addresses the main potential limitations:

Short Time Frame: Due to the COVID 19 pandemic, adjustment need to be made. The inception, data collection and analysis, and reporting phases of the evaluation are being conducted with significant overlaps (for example commencing the document review during the inception phase and conducting regular team meetings on analysis during the data collection phase). This model has allowed the evaluation team to not lose traction during the transition from one phase to the next.

Burden of documentation: Identifying the most important documents early in the process and employing a common data extraction tool to allow team members to assess many documents in a short period while maintaining a consistent approach to gathering documentary evidence.

Availability of Respondents: Relying on the staff of the Evaluation Office and members of the Evaluation Team to identify respondents with the most direct knowledge and interest in evaluating the strategic plan. Also, relying on a common and brief interview guide to ensure the burden on respondents is as limited as possible while avoiding more intrusive methods such as surveys.

COVID-19: Limited physical access to interviewees. The Evaluation Team will be able to converse with the interviewees who have electronic accessibility.

The actions noted above will permit the evaluation to deliver an evidence-based, independent evaluation of the UNICEF Strategic Plan within the necessarily brief time frame to allow the findings and lessons learned to contribute to the development of the next Strategic Plan.

3 METHODOLOGICAL APPROACH AND EVALUATION QUESTIONS

3.1 DATA COLLECTION AND ANALYSIS METHODS

The Evaluation Team will rely heavily on comprehensive documentation review done in a systematic way. The team will particularly take advantage of recently published or on-line reports/evaluation, Programme Effectiveness Review and Strategic Plan Mid-Term Review, the Gender Action Plan evaluation, humanitarian evaluations, as well as a comprehensive list of country documentation. The

interviews with key stakeholders will fill gaps in documentation but will largely be conducted to discuss lessons learned and way forward. Additionally, the evaluation team will validate findings with the support of an Evaluation Reference Group, carefully selected to provide a broad view of the organization.

The evaluation matrix presented below shows a full description of the proposed documentation to be reviewed for each of the evaluation questions and the proposed interview respondents for primary data collection. The selection of these documents and the proposed method of analysis are based on the appropriateness of the type of corporate strategic instrument being analysed; the need to maximize the use of documentation review as key source of information, given the existing limitations on travel and remote interviews; and the importance of triangulation.

3.1.1 Collection and Analysis of existing (Secondary) Sources of information

The repository created by the Evaluation Office will facilitate the collection of information. E-access makes this task much simpler. Existing secondary data would come from documentation reviews, and quantitative data from administrative and monitoring records. Also, examination will be made of the findings from significant comprehensive reviews of UNICEF

3.1.2 Methods of Collection and Analysis of original (Primary) Data

The Evaluation Team will prepare the necessary collection tools. The collection of data will be done using electronic means of communication. More updated information will be primarily collected through interviews with key informants, both internal and external. The list of external key informants will be defined during the course of the data collection phase. The table 2. below gives a list of informants.

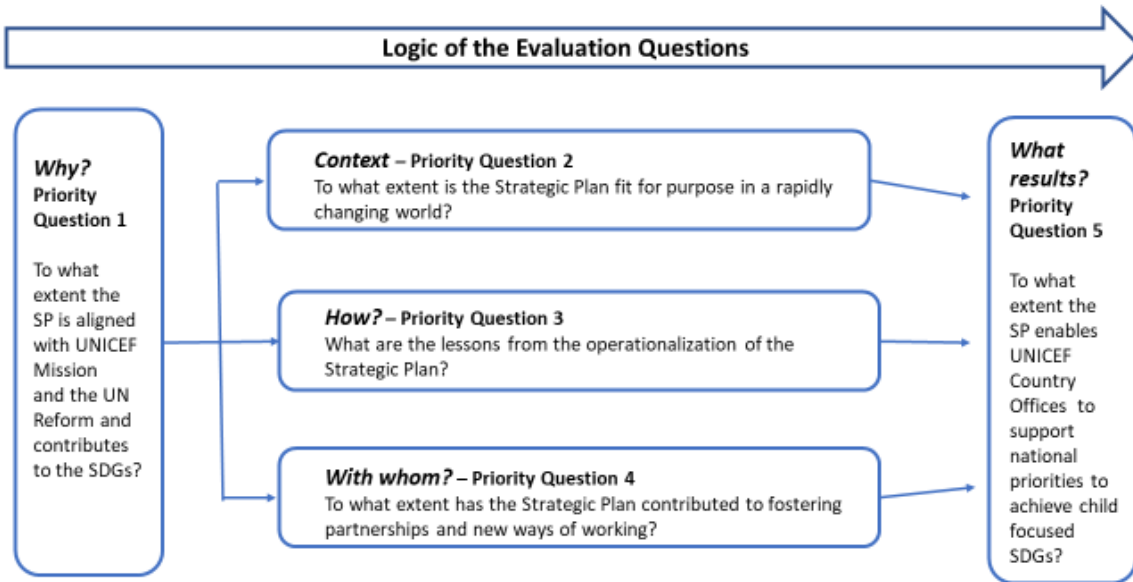
Table 1 – Informants

Internal Informants
Executive Director and Deputy Executive Directors
Evaluation Office
Office of Global Insight and Policy
Office of research - Innocenti Research Centre
Programme Division
Office of Emergency Programmes
Division of Data, Analytics, Planning and Monitoring
Public Partnership Division
Private Fundraising and Partnerships Division
Division of Financial and Administrative Management
Regional Offices
Country Offices (Sample selected from 127 offices)

3.2 STRATEGIC QUESTIONS FOR THE EVALUATION

The logic of the evaluation questions is schematically summarized in Figure 4, below.

Figure 4- Logic of the Evaluation Questions



The evaluation questions to be answered during the evaluation process are listed in Table 3. below.

Table 2- Evaluation Questions

Question 1: To what extent has the Strategic Plan 2018-2021 contributed to the achievement of UNICEF’s core mandate, including the Convention on the Rights of the Child, and the achievement of the SDGs?		
1.1 To what extent has UNICEF’s Strategic Plan 2018-2021 contributed to the achievement of UNICEF’s mission and child-focused SDGs, especially in relation to the principle of Leave No Child Behind		
Evidence required to answer the question	Potential Indicators	Sources of information
<ul style="list-style-type: none"> • UNICEF’s mission being achieved. • Achievement of SP targets as related to child-focused SDGs • Achievement of SP targets as contributing to LNCB, including areas of humanitarian action, gender equality, disability, indigenous, and other vulnerable children 	<ul style="list-style-type: none"> • Child-focused SDGs • SP results as aligned to SDGs • SP cross cutting priorities (humanitarian action, gender equality) • SP change strategies and enablers • Evidence from evaluation of the Gender Action Plan 2018-2021 • Evidence from the ongoing evaluation on the humanitarian and development nexus 	<ul style="list-style-type: none"> • Interviews with UNICEF staff at Headquarters, Regional & Country Offices • Convention on the Rights of the Child • Convention on the Rights of Persons with Disabilities • Convention on the Elimination of All Forms of Discrimination against Women • UNICEF Strategic Plans, 2014-2017 and 2018-2021 • Mid-term review of the Strategic Plan 2018 - 2021 and Lessons learned • Draft report of the Program Effectiveness Review (2020) • UNICEF Gender Action Plan (GAP) 2018-2021 • Annual Reports on the Implementation of the Gender Action Plan • 2019 Evaluation of the GAP. • Annual reports of the Executive Director and data companion • Annual Reports, all regions and countries • Strategies & Annual reports of Divisions and Offices • UNICEF Annual reports on UNICEF humanitarian action • Evaluation of the Coverage and Quality of the UNICEF Humanitarian Response in Complex Humanitarian Emergencies, 2018

		<ul style="list-style-type: none"> • Concept note on Evaluation of programming in the humanitarian-development nexus • Programme guidance on programming in the nexus
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1.2 To what extent does the 2018-2021 Strategic Plan respond to the Quadrennial Comprehensive Policy Review, especially in relation to the repositioning of the UNDS reform?

Evidence required to answer the question	Potential Indicators	Sources of information
<ul style="list-style-type: none"> • Support of the UNICEF to the implementation of • UNGA Resolution 66/288 • UNGA Resolution 70/1 • UNGA Resolution 71/243 • UNGA Resolution 72/279 • Evolution of joint programme and new ways of working together. 	<ul style="list-style-type: none"> • Resolution 66/288 The future we want • Resolution 70/1 Transforming our World: the 2030 Agenda for Sustainable Development • Resolution 71/243 Quadrennial comprehensive policy review of operational activities for development of the United Nations system • Resolution 72/279 Repositioning of the United Nations development system in the context the quadrennial comprehensive policy review of operational activities for development of the United Nations system 	<ul style="list-style-type: none"> • Interviews with selected UNICEF staff at Headquarters, Regional & Country Offices • Report of the Secretary-General on the Repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all • Report of the Secretary-General on the Implementation of the General Assembly resolution 71/243 on the Quadrennial comprehensive policy review of operational activities for development of the United Nations system • UNICEF 2019 and 2020 Information Notes to the Executive Board on the Implementation of the General Assembly Resolution 72/279 on Repositioning the UN Development System • Working together to support implementation of the 2030 Agenda UNDP, UNFPA, UNICEF and UN-Women – Annex to the common chapter in the respective strategic plans, 2018-2021 • Joint report on the evaluability assessment of the common chapter to the strategic plans of UNDP, UNFPA, UNICEF and UN-Women

Question 2: To what extent is the Strategic Plan fit for purpose in a rapidly changing world (including COVID19, ongoing humanitarian crises, climate change and other global events), and what are the implication for the next Strategic Plan?

2.1 Does the Strategic Plan enable UNICEF to identify and prioritize key threats to children, across diverse context and considering changing global threats, including the ongoing public health emergency, climate change effects, humanitarian crises, and global economic problems.

Evidence required to answer the question	Potential Indicators	Sources of information
<ul style="list-style-type: none"> • Goal Areas of the Strategic Plan which span the needs of children across diverse contexts • Provisions in the Strategic Plan for addressing key global threats in the Decade of Action – such as those observed with COVID 19, humanitarian crisis, global economic /inequality crises, climate change? 	<ul style="list-style-type: none"> • Emerging needs and threats to children vis-à-vis SP goal areas and child focused SDGs • SP mechanisms to identify and act over threats to children • Evidence that the Strategic Plan has influenced UNICEF’s response to COVID-19 • Evidence that the Strategic Plan has influenced UNICEF’s response to humanitarian crises and the humanitarian-development nexus • Evidence that the Strategic Plan has influenced UNICEF’s response to climate change 	<ul style="list-style-type: none"> • Interviews with selected UNICEF staff at HQ, RO and CO levels (especially planning specialists, also management) • UNICEF Strategic Plan 2018-2021 • Mid-term review of the Strategic Plan • Guidance on implementing the SP • Executive Board meeting reports (including informal sessions) • Executive Director’s Annual Reports

Question 3: What are the lessons from the operationalization of the Strategic Plan 2018-2021 and the Integrated Results and Resources Framework, for the next Strategic Plan?

3.1 To what extent has the planned expenditure in support to the target areas of the Strategic Plan have been achieved?

Evidence required to answer the question	Potential Indicators	Sources of information
<ul style="list-style-type: none"> • Systems and processes for allocating resources to programmes, regions and countries in relation to the Strategic Plan • Achievement patterns of SP targets and their contribution to the child-focused SDGs and LNCB – including humanitarian, gender, disability, indigenous, other vulnerable children left behind in other contexts. • Distribution of resources allocated by SDG vis-à-vis achievement of SP targets and SDGs 	<ul style="list-style-type: none"> • Opinions and experience of programme managers at global, regional, country level • Resource allocation targets established in the SP 2018-2021 and supporting documents including the IRRF by region and by selected countries and goal areas compared to actual expenditures by type of resource (core, regular, etc.) and by goal area results indicator • Integrated budget and resource plan compared 	<ul style="list-style-type: none"> • Expenditure data compiled for the Executive Director’s Annual Report (EDAR) • Expenditure Data from the UNICEF Transparency Portal https://open.unicef.org/ • Regional and Country expenditure data by goal and results area from Vision system • Contextual data on results from https://data.unicef.org/children-sustainable-development-goals/ • Contextual data on results vs targets from the Data Compendium to the Mid-Term Review of the SP (June 2020)

	<p>to actual resource allocation:</p> <ol style="list-style-type: none"> 1. Flexibility: Core/Regular resources vs Earmarked/ Programme resources in support to SP targets 2. Adequacy of resources: Resources allocated match those originally planned. 3. Equity: Resources distributed in line with mission of Leave no Child Behind (focus on distribution on LDC – Least Developed Countries from all regions- including those with higher income levels such as LAC, Sub-Saharan Africa region) 	<ul style="list-style-type: none"> • Interviews with selected UNICEF HQ managers (DAPM) • Interviews with a small sample of UNICEF RO and CO staff
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Question 4: How is the Strategic Plan (SP) fostering collaboration and partnerships with governments, civil society and business, and new ways of working together with sister UN agencies and other International Financial Institutions, in line with the QCPR and the system wide UNDS reform?

4.1. Has the SP, including the introduction of the change strategies fostering partnerships and collaboration with government, private partners, and new ways of working together with UN sister agencies, allowed UNICEF to increase, to diversify, or to promote more innovative ways of working on its portfolio of partners?

Evidence required to answer the question	Potential Indicators	Sources of information
<ul style="list-style-type: none"> • Evidence of strategic partnerships developed during the period under review • New ways of working together or new partnerships that could allow UNICEF to collaborate in more innovative ways, including strategical partnerships with the private sector and with businesses • Examples of new partnership initiatives that have led to more 	<ul style="list-style-type: none"> • Patterns / trends in diversification of partners (IFIs and multilateral organizations; corporate partners; UN agencies, NGOs, etc.) • UNICEF midterm review findings and evidence • Opinions and experience of UNICEF senior staff responsible for partnership • Opinions and experience of UNICEF partners, senior staff and UNCT. • Results from the 2019 Common Chapter evaluability assessment survey. 	<ul style="list-style-type: none"> • Interviews with selected UNICEF staff at Headquarters, Regional & Country Offices • Representatives from agencies partnering with UNICEF (IMF, Bill and Melinda Gates Foundation) • UN Resident Coordinators • UNICEF Strategic Plan 2018-2021 • UNICEF Midterm Review of the Strategic Plan 2018-2021 • UNICEF Private Sector IMPACT Plan 2018-2021 • UNICEF Private fundraising and partnership: 2019 workplan and proposed budget

<p>innovative outcomes, including partners supporting innovative services, innovative ways of collaborating, innovative ways of managing the organization.</p> <ul style="list-style-type: none"> • Collaboration of UNICEF with other UN agencies to offer to Government a more coherent and better coordinated support 		<ul style="list-style-type: none"> • UNICEF guidance on Engagement with Business Programme Guidance for Country offices 2019 • Advocacy with Business Toolkit 2020 • Internal Audit of the Private Fundraising and Partnership Division 2019 • Evaluation of Innovation on UNICEF Work • UNDS documentation • Survey results (UNICEF partnering with Governments) • Survey Results (Evaluability Assessment of the Joint Chapter)
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Question 5: To what extent has the Strategic Plan 2018-2021 enabled UNICEF, through its country offices work, to support national priorities in the acceleration of the achievement of child-focused SDG and the realization of children’s rights? Are there any lessons learned from implementations on innovative and adaptable ways, to support national priorities in the Decade of Action that could inform the design of the new Strategic Plan?

5.1. Does UNICEF, through the Strategic Plan, provide practical approaches and strategies to allow governments in different context to fully implement and accelerate actions towards child-focused SDGs?

Evidence required to answer the question	Potential Indicators	Sources of information
<ul style="list-style-type: none"> • Evidence that UNICEF country offices transmit to governments the importance of a holistic approach to child-focused SDGs as linked to the SP, including the importance of trade-offs and interlinkages between SDGs targets. • Examples of country program approaches (including program development, implementation and follow up) as linked to the SP that allow UNICEF to effectively support national priorities in relation to the child-focused SDG during the Decade of Action. 	<ul style="list-style-type: none"> • Evidence for accelerating child-related SDGs caused directly by SP-guided CO intervention. • Qualitative evaluation of whether countries implement child focused SDGs under a holistic approach. • Identification of countries with successful program implementations that support national priorities • Identification of the best practices of successful program implementations. 	<ul style="list-style-type: none"> • Virtual interviews with a selected sample of country officers and counterpart national government officials • Country Programme Documents (CPDs) & situation analysis reports • Country Programme Management Plans (CPMP) • Programme Strategy Notes for the CPD • Country Office Annual Reports (COAR) • UNICEF Strategic Plan, Mid-Term Review of the Strategic Plan 2018-2021 (MTR SP), and other evaluation documents. • Government’s SDG implementation strategies. • Interview with UNICEF officials to detect potential countries where innovative programmes have been put in places • Virtual interviews with a small and selected sample of country officers • In depth case study into 3 concrete examples of specific program

<ul style="list-style-type: none"> • Examples of innovative and adaptable approaches to country programme development and implementation to effectively support current child-centered national priorities, in the context of transitions to new Strategic Plans. 		implementations
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4 MANAGEMENT

4.1 EVALUATION TEAM

Given the importance of this evaluation, the Evaluation Office identified an evaluation team composed of experienced individual evaluation consultants. In addition to evaluation and thematic experience, a strong consideration for selection was to achieve gender balance and representative regional experience. Annex 8 provides short biographies of the consultants. The team will work under the overall supervision and support from the evaluation office. The evaluation team members will work in a peerage fashion, with the focus of each team member being as follows:

- *Jean Serge Quesnel* (team leader), Evaluation Question 1 on the alignment of the Strategic Plan and Team Coordination
- *Faith Tempest*, Evaluation Question 2 on rapidly changing contexts, including Humanitarian Assistance
- *Ted Freeman and Hubert Paulmer*, Evaluation Question 3 on Performance, efficient resource allocation
- *Marie-Hélène Adrien*, Evaluation Question 4 on collaborations, partnerships, new ways of working
- *Gonzalo Hernández*, Evaluation Question 5 on Country level efforts
- *Paola Vela*, research assistant, was contracted to support the evaluation consultants.

4.2 EVALUATION REFERENCE GROUP ROLE AND MEMBERS

The role of the Evaluation Reference Group is to provide advice and comments on the products prepared by the Evaluation Team. The seven members of the Evaluation Reference Group were invited for nominations from the following divisions:

- Division of Data, Analytics, Planning and Monitoring (DPAM)
- Europe and Central Asia (ECA) Regional Office
- Office of Emergency Programmes (EMOPS)
- Middle East and North Africa (MENA) Regional Office

- Programme Division (PD)
- Private Fundraising and Partnerships Division (PFP)
- Public Partnership Division (PPD)

4.3 TIMELINE

The evaluation is expected to span from July 2020 to October 2020. It is anticipated that the results of the evaluation will inform the preparation of the Strategic Plan 2022-2025 that the Executive Board will consider during its Annual Meeting of June 2021. The evaluation of the Strategic Plan 2018-2021 will be considered by the Executive Board during its Annual Session of February 2021.

The main benchmarks of the evaluation process are the following:

Preparatory Phase

June 2020: Recruitment of Consultants and Contracting
Preparation of Concept note **(First Deliverable)**

Inception Phase

July-August 2020: Inception Report **(Second Deliverable)**

Data Collection Phase

July- August 2020: Review of Existing Documentation
Preparation of Interview Guides;
Primary Data Collection: In-Depth and Focus Group Interviews
Evaluation Reference Group Presentation and Discussion

Data Analysis and Report Writing Phase

September 2020: Data Analyses and Working Draft Report.
Preliminary findings presented to the Evaluation Reference

Group (Third deliverable)

Slide deck presentation to UNICEF Global Evaluation Committee
(Fourth Deliverable)
Presentation of Strategic Plan Evaluation Roadmap to the
Executive Board (Informal Session)

Final Report Phase

October 30, 2020: Report ready for consideration by Management **(Fifth Deliverable)**

In Annex 9, there is a table summarizing the main milestones of the evaluation process.

4.4 LOGISTICS AND SUPPORT

The logistics and support required by evaluation team will be provided by the Evaluation Office. EO Evaluation Manager will coordinate the support, assisted by two research assistants. No travel is

expected. The evaluation team members will be working from their home office. Meetings will occur via internet technology.

5 QUALITY ASSURANCE OF THE DELIVERABLES

5.1 PROCESS USED FOR QUALITY CONTROL

The Evaluation Team is committed to delivering credible and a high-quality evaluation based on a clear set of organisational processes. These include a Quality Assurance process that is transparent to all stakeholders. Quality Assurance in this context refers to both the reliability, traceability and efficacy of evaluation management processes and the professional and intellectual rigour and standard of the resulting outputs from those processes.

EO Evaluation Manager will take responsibility for ensuring the quality of outputs. Key elements of the system will include:

- A process monitoring documentation protocol (QM protocol) to outline the key requirements from the tools that will be used, how data will be validated and presented.
- The use of the ethical framework described above, in accordance with UNEG standards, to ensure that ethical standards are fully maintained throughout the evaluation process.
- Use of 'after action review' learning processes at key evaluation milestones. These semi-formal, internal review processes involve a short (less than 1-hour) semi-structured interview with the consultant / team that delivered the project, which in turn results in a 1-page report. This report captures the key learning points from the project, including any actions for improving our service to clients, our own internal systems, and the methodologies and processes applied.
- The use of formal quality assurance reviews between EO Evaluation Manager and the Evaluation Team on an appropriate basis, with action plans agreed to ensure effective process documentation and the implementation and monitoring of any required changes.
- The use of ongoing client assessment of the performance of the Evaluation Team, which will take place via regular review meetings, focusing specifically on performance and processes.

5.2 COMPLIANCE TO UNEG NORMS AND STANDARDS

The Evaluation Team will conduct the evaluation following the Evaluation Norms and Standards of the United Nations Evaluation Group. Evaluation Team members will also comply with [UNEG's Ethical Guidelines for Evaluation](#). It will use the [UNEG Quality Checklist for Evaluation Reports](#).

5.3 QUALITY CONTROLS OF FINDINGS, LESSONS LEARNED AND RECOMMENDATIONS

The Evaluation Team members will exchange and discuss their findings. The Team will ensure rigour to have evidence support the findings, Lessons learned and Recommendations. The Recommendations will be reviewed by the Evaluation Office.

5.4 APPROACHES TO PROMOTE SHARING, REFLECTION AND LEARNING THROUGH THE EVALUATION PROCESS

Throughout the evaluation process the Evaluation Team members will pool together their extensive experience in the conduct of evaluation. They will share and contribute to an open reflective process.

5.5 QUALITY CONTROL OF THE INCEPTION REPORT

The Evaluation Team will use as reference for quality control of the production of the Inception Report for the evaluation of the Strategic Plan 2018-2021 the [UNEG Quality Checklist](#) for Evaluation Terms of Reference and Inception Reports.