

Evaluation Management Response Document

Region: HQ

Office: Evaluation Office

Evaluation Year: 2023

Evaluation Title: *Evaluability assessment and formative evaluation of UNICEF's approaches to advocacy*

Person In Charge For Follow Up to Management Response: Naysan Sahba

Overall response to evaluation

The evaluation was conducted in a thorough manner, including by considering the complex nature of advocacy, widespread roles and responsibilities, diversity of teams involved, as well as exploring the process of undertaking integrated advocacy across global, regional, and country levels.

Planned Use of the Evaluation

UNICEF has consolidated advocacy as an indispensable function, seamlessly integrated. It is expected to integrate advocacy at all levels, improve theoretical models on advocacy change strategy and strengthen advocacy priorities for next Strategic Plan into its core work.

Recommendations and Actions

No.	Recommendations/Actions	Responsible Section (Action)	Responsible Person Name (Action)	Expected Completion (Action)	Mgt Response / Implementation Stage	Reason/Action Taken
1	1.1 Joint global advocacy workplans should be developed between the advocacy co-leads of both development and humanitarian advocacy.				Agree	
1.0	1.1.2 (also 3.1.1) Approve and Roll Out Global Advocacy Governance Structure (Including Global Advocacy Steering Committee at Director level, and Advocacy Task Forces by priority (at Chief, Deputies level, including interested Nat Comms and CO).	DED partnerships, including: GCA, PG, PPD, PFP, Innocenti, DAPM, EMOPS, Special Advisor on Child Rights, 1 RD, 1 ED NatCom	Naysan Sahba	3/1/2024	Completed	ToR approved
1.0	1.1.1. Formalize and adopt the recently updated 'compendium on organization of UNICEF' document has defined the accountabilities, roles, and responsibilities for Advocacy.	OED	Ted Maly	4/1/2024	Completed	Compendium document signed off
1.0	1.1.3 Develop and implement joint global advocacy workplans to implement advocacy strategies, co-lead by both development and humanitarian advocacy.	GCA, PG, and EMOPS	Lily Jane Louise Caprani	8/1/2024	Completed	GCA and EMOPS have developed initial humanitarian advocacy priorities and are undertaking consultations to determine top priorities. Once approved, these will be developed into joint strategies and associated workplans.
1.0	1.1.4 All teams within PPD include 'advocacy' as part of their workplan with explanation of their roles.	PPD	Valentina Buj	8/1/2024	Completed	The Q4 2024/Q1 2025 "anticipatory roadmaps" that are forming part of the 2025 work planning process have laid out advocacy opportunities through each of the PPD teams including member state engagement opportunities and inter-governmental for a (e.g. FFD4, G20, ABAS, WSS, etc)

1.0	1.1.5 Define advocacy priorities for each L2 and L3 for the emergence response, at the onset of each L2 and L3	EMOPS, GCA and respective ROs and COs	Annabelle Bodmer-Roy	2/1/2026	Completed	Of current L3s, four (SOP, Sudan, Haiti, Lebanon) have humanitarian advocacy priorities identified, or 80%. Of current L2s, one (Myanmar) has humanitarian advocacy priorities identified, or 100%. Current average across L3s and L2s is 83%.
2	1.2 The Matrix Management approach should be reinforced to foster cross-sectoral collaboration and multisectoral programming, improve motivation and commitment and maximize existing skills across teams.				Agree	
2.0	1.2.1. Develop a matrix management line for Deputy Director of Advocacy for the GAPs -- with dotted line with PG Director, including participation in key PG meetings	GCA, PG	Naysan Sahba	8/1/2024	Completed	A PER was initially developed to satisfy the requirements of this action. However, due to ongoing organizational change it has now been discarded and hence 'completed'. GCA actively looks for effective and efficient ways of working with the Program Group, Regional and Country Office and the proposed Centers of Excellence (CoEs).
3	1.3 Continue developing and including advocacy issues in role descriptions at all levels (including comms and advocacy roles and others), guidelines, Performance Evaluation Reports (PER) and Final Report - Evaluability Assessment and Formative Evaluation of UNICEF's Approaches to Advocacy performance indicators explicitly defining advocacy responsibilities.				Agree	
3.0	1.3.1. Regional Directors to ensure that, at least, all Regional Chiefs of Comms JDs include 'advocacy' function, based on globally recommended JDs	RDs, DHR	Biljana Janc	8/1/2024	Completed	Current JD of Regional Chief of Comms and advocacy have been updated
3.0	1.3.2. Regional Directors to ensure all CO Reps include Advocacy function in JD and PER of Representatives	DHR, RDs & Reg HR Chiefs	Biljana Janc	8/1/2024	Completed	DHR will include Advocacy responsibilities in Generic Job Profiles. RDs and RHRCs to ensure this included in workplan, with necessary support and capacity building.
3.0	1.3.3. Advocacy responsibilities to be added to relevant EMOPS job descriptions and job responsibilities/deliverable as well as in CO/RO emergency positions. Advocacy deliverables added to relevant PERs	DHR EMOPS, ROs/COs	Biljana Janc	7/1/2024	Completed	DHR will include Advocacy responsibilities in Generic EMOPS Job Profiles. EMOPS and Divisional HRBP to ensure this included in workplan, with necessary support and capacity building.
3.0	1.3.4. Clarify the roles, responsibilities and systems for information flow/decision making around humanitarian advocacy at HQ, RO, CO levels.	EMOPS - HPS & EMOPS Advocacy Focal Points EMOPS, PG, DGCA ROs and COs in L2, L3	Lana Wreikat	8/1/2024	Completed	Roles and responsibilities are distributed within the advocacy cells for each L3/L2 emergency Squad team ToR has support information flow, feedback loops and collaboration across divisions and ROs/COs. The ongoing Review of the EP will further streamline roles and responsibilities on advocacy.
3.0	1.3.5. Include advocacy emergency specialists positioned in key emergency countries (especially for large and complex emergencies - L3/L2)	n/a	Lana Wreikat	7/1/2024	Completed	Communications and advocacy specialists are positioned in L3/L2 emergencies, with support received from ROs at HQ (DGCA, EMOPS, PPD, PFP).
4	2.1 The GAP framework design should be fine-tuned to incorporate existing thematic areas more meaningfully.				Agree	

4.0	2.1.3 (also 2.4.2) Support provided to GAP Co-Leads in engaging National Committees to ensure they are clear on the changes made to the GAPs, how this impacts them, and how they can continue to be involved in the ongoing strategy design, implementation, intelligence, and insight gathering, monitoring, reporting and evaluation.	PFP	Marta Arias	1/1/2025	Completed	This work is ongoing on a regular basis. Since June to November 2024 PFP has particularly supported the engagement of natcoms in support of Climate (COP and NDCs), Child Rights and Humanitarian Advocacy.
4.0	2.1.1 (also 2.3.1) Undertake a review of the GAPs	GCA, PG	Lily Jane Louise Caprani	7/1/2024	Completed	All GAPs have been reviewed and updated
4.0	2.1.2 (also 2.4.1) Communicate to clarify revision of the GAPs	GCA, PG	Naysan Sahba	2/1/2024	Completed	Common road map prepared
5	2.2 UNICEF should ensure a better alignment between the GAPs and the Goal Areas identified in the SP.				Agree	
5.0	2.2.1 Discuss feasibility of choosing one key advocacy priority per SP pillar in the next SP cycle.	DED partnerships, including: GCA, PG, PPD, PFP, Innocenti, DAPM, EMOPS, Special Advisor on Child Rights, 1 RD, 1 ED NatCom	Naysan Sahba	2/1/2026	Completed	The UNICEF Strategic Plan (2026 - 2029) is structured around high-level and sub-level results (HLRs and SLRs) and advocacy pivots to three strategies, namely (S1) Advocate and expand partnerships for children's right and well-being, (S2) Provide policy and programme advice and leverage public and private financing for scale, and (S4) Engage families and communities, including on social norms. This approach renders no need to create different priorities at SP level although these can be formulated at implementation campaign level. This action is closed with the provision that should advocacy priorities be promulgated during the new strategic cycle, they will be linked to the relevant strategic and mainstreamed throughout various programme and goal areas.
6	2.3 Foster cross-GAP collaboration: UNICEF should promote and justify cross-collaboration initiatives that ensure synergies and added value between the different GAPs.				Agree	
7	2.4 Ensure that relevant changes made to the GAPs are effectively translated and communicated at different levels to strengthen advocacy integration with updated strategies.				Agree	
7.0	2.4.2 (also 2.1.3) Support provided to GAP Co-Leads in engaging National Committees to ensure they are clear on the changes made to the GAPs, how this impacts them, and how they can continue to be involved in the ongoing strategy design, implementation, intelligence, and insight gathering, monitoring, reporting and evaluation	PFP	Marta Arias	5/1/2024	Completed	To be continued on ongoing basis
7.0	2.4.1 (also 2.1.2) Communicate to clarify revision of the GAPs	GCA, PG	Naysan Sahba	2/1/2024	Completed	Communication Sent
8	2.5 The Global Advocacy Task Force should continue to play a central role in setting strategic visions and priorities for advocacy. All GAPs should be represented in the Advocacy Task Force (all GAP leaders should be included), as well as representatives from key thematic areas considered in the Strategic Plan (e.g., in the current SP, Social policy/protection and Humanitarian advocacy).				Agree	

9	3.1 The prevailing top-down approach for integrating advocacy at all levels should be balanced with a more prominent bottom-up approach for selecting GAPs.				Agree	
9.0	3.1.1 Include ROs and Nat coms Representation in the ToR of the Global Advocacy Steering Committee	DED	Naysan Sahba	3/1/2024	Completed	SC TOR include RO representation
9.0	3.1.3 Support the Advocacy Steering Committee -in particular the National Committee representation-to gather insights from National Committee's to inform the selection of global advocacy priorities and other Steering Committee discussions.	PFP	Marta Arias	2/1/2025	Completed	SC TOR include Nat Coms representation
9.0	3.1.4 Continue supporting RO and CO through Advocacy Capacity Building Initiative, participation in RMT and specific Technical Assistance on Advocacy	GCA, RO, CO	Lily Jane Louise Caprani	2/1/2026	Completed	ACBI technical support, both through workshops and 121 bespoke support is ongoing. 1 ACBI has exceeded its cumulative 4-year target of 2100 colleagues trained, which was until the end of this year. Focus is now on scaling up reach through regional and su regional focus initiatives, such as the Advocacy Trainers' Programme 3) New advocacy guidance, focusing on integrating advocacy in Count Programme Planning developed by securing ownership from DAPM. 4) Advocacy modules, based on evolving CO and RO needs, a being developed for roll-out across ROs and COs.
9.0	3.1.2. Enable participation of CO and NatComs in GAP working groups	GCA	Lily Jane Louise Caprani	1/1/2025	Completed	Extensive consultations with COs and NatComs undertake for the new Child Rights and Adolescent Girls' Advocacy Strategies. That apart, all GAF have functional taskforces with continuous participation and inputs from COs and NatCom.
10	3.2 Advocacy and communication roles should be separated strategically: Following the approach considered by other relevant organizations, the advocacy position should remain separate from communications and continue to be housed within the communication teams. (Partially Agree) See comments.				Partially Agree	
10.0	3.2.1. Establish specific Advocacy Roles at all ROs, at P4 level	RO, Reg HR Chief	Ana De Mendoza	2/1/2025	Completed	It's at least 3 now - ESARO, MENARO and ECARO
10.0	3.2.2 Establish specific Advocacy Roles at CO as feasible (depending on office size), at adequate level	RO, Reg HR Chief, CO, CO HR	Ana De Mendoza	2/1/2025	Completed	Few COs offices have P3 advocacy specialists
10.0	3.2.3 Establish Advocacy Steering Committee at least in 2 Regions and 10 CO if feasible including all Sections involved	RO, CO	Ana De Mendoza	2/1/2026	Completed	Started in at least 10 places
11	3.3 Enhance political intelligence by: 1) defining clear cross-organizational strategies for developing and sustaining networks that are shared across divisions and offices, including mechanisms for mapping networks / influencing pathways for effective advocacy. 2) leveraging local staff knowledge and networks, foster collaboration with external stakeholders, implement a systematic cross-organizational political intelligence-gathering process, and establish clear reporting channels.\3) Developing a structured approach for intelligence gathering, utilizing technology tools, and establishing clear reporting channels will ensure efficient and effective dissemination of political intelligence, supporting informed decision-making and advocacy efforts.				Partially Agree	

11.0	3.3.1 National Committees to contribute to political intelligence gathering using the mechanism to capture insights, led by the Global Advocacy Steering Committee and GAP Taskforces	PFP, PPD	Marta Arias	2/1/2025	Completed	Mechanisms and processes have been established for National Committees to contribute to political intelligence gathering and capturing insights. PPD uses : "insights" monthly circular that includes political analysis and insights to help guide partnership and resource mobilization.
12	4.1 Ensure that the funding and human resource structures align with UNICEF's ambitious advocacy goals.				Agree	
12.0	4.1.2. All grants for priority areas to include '% advocacy' budget (for advocacy planning, implementation, capacity building and monitoring) to deliver grant outcomes.	GCA	Naysan Sahba	2/1/2025	Completed	This is a best practice that will be adopted for all priority area grants, especially where advocacy teams are involved well ahead in the formulation process. GCA and PG have designed a director-level mechanism for working together in priority areas. Grants that are specific to advocacy have a portion for monitoring and reporting. Most projects have a clear project document with a theory of change and monitoring and reporting framework. As a principle, donor reporting guidelines require that interim and final reports show results achieved against the grant monitoring framework. e.g. BMGF, LEGO and other grant
12.0	4.1.3 Allocate regular resources to fund key advocacy positions at HQ, RO, and large COs.	GCA	Naysan Sahba	2/1/2025	Completed	GCA has allocated Core Func for Advocacy key positions
12.0	4.1.4 Explore the option of including an advocacy specialist position for complex emergencies in the DHR EPF allocation (usually \$1M for L3's and \$500,000 for L2s), and/or creating a talent pool for advocacy specialists in emergencies.	EMOPS, DHR	Allyson Chisholm	8/1/2024	Completed	Discussions ongoing with DHI

12.0	4.1.5 Implement humanitarian advocacy capacity building for cluster coordinators, stand-by partners, and/or implementing partners (through PDs) to ensure advocacy capacity in clusters/with partners.	EMOPS GVA Cluster team	Nisar Syed	2/1/2025	Completed	E learning modules available for at least 2 clusters (WASH currently developing them) Advocacy sessions organised by individual clusters on virtual basis (no face to face organis - due to travel freeze and budget constraints)- Remote support end of 2024-may 2025 included capacity strengthening, coaching and mentoring on advocacy and communications to countries GCCS Learning task force couldnt discuss on joint trainin (due to funding constraints this was deprioritized)- Staff dedicated to advocacy for GCCS was also downsized In case it is useful I am sharing link to the modules already in Agora – As I mentioned WASI cluster is finalizing them Summary of Mainstreaming AAP into Cluster Advocacy: https://agora.unicef.org/course Summary of Short Course: Child Protection Advocacy: https://agora.unicef.org/course Summary of Implementing Nutrition Cluster Advocacy Activities: https://agora.unicef.org/course Summary of Introduction to Nutrition Cluster Advocacy: https://agora.unicef.org/course Summary of Advocacy in Child Protection Coordination Groups: https://agora.unicef.org/course
12.0	4.1.1. Ensure that the funding and human resource structures align with UNICEF's ambitious advocacy goals, devoting RR resources for Global Advocacy Priorities and Core Advocacy Function	OED	Ted Maly	2/1/2025	Completed	The new UNICEF SP recognizes advocacy as a key strategy to delivering results. , such, communication teams aim to have staff with advocac as a core responsibility. Linke to 4.1.2 above, the practice wi be strengthened to ensure advocacy staff structures are considered during grant formulation.
13	5.1 Systematically promote the use of information on partnerships in UNISON to have a shared global database of partnerships made at all levels in which to take decisions and define potential cross-collaboration and synergies				Partially Agree	
13.0	5.1.2 UNISON users must be held accountable, through policy level, SOP requirements and/or performance appraisals, for the proper use of UNISON, maintaining up-to-date information and intelligence that can support advocacy activities.	DED Partnerships	Kitty van der Heijden	2/1/2025	Completed	UNISON has been included in the new draft UNICEF Policy (Resource Mobilisation and a Procedure document is currently under review and will be added to the Policy in 2025

13.0	5.1.1 Assess the feasibility of expanding / adjusting UNISON and building capacities to be used by DGCA, PPD and PFP Advocacy, to access partnership information and manage Advocacy engagements.	GCA, PPD & PFP	Natalie Vaupel	2/1/2025	Completed	Mapping process was postponed to 2025 as priority was given to UNISON's integration with Vision. Italy Natcom, PPD, ECARO and Innocenti colleagues were trained on UNISON for Advocacy purposes, serving a pilot. No modifications to UNISON are deemed necessary to manage advocacy partnerships based on this pilot although UNISON team is exploring new features recently introduced by Salesforce that may be advantageous for advocacy purposes. Introduction of such features is dependent on the organization continued investment in UNISON team through the PBR.
14	5.2 Strengthen strategic partnership directions: UNICEF must develop specific strategies for selecting and ensuring partners' added value for advocacy at any given time and apply them systematically.				Agree	
14.0	5.2.1 Complete and disseminate elementary Strategy on Strategic Partnerships as part of GCAS process.	GCA Strategic Partnership Division	Alison Qualter	1/1/2025	Completed	Strategic Partnerships drafted consulted and finalized four elemental strategies including Sports, TV/Film, Gaming and GWAs. These were shared widely with COs and Natcoms and live on SP's Sharepoint page for further reference.
14.0	5.2.2 Continue to develop advocacy strategies that include an assessment and selection of key private sector partners, platforms, initiatives, and coalitions with shared priorities	PFP	Uwe Steckhan	2/1/2025	Completed	Advocacy with Business strategies have been developed for Climate, Health and Mental Health
15	5.3 Establish a framework for evaluating partnership effectiveness: UNICEF should develop a framework for assessing the effectiveness and impact of its partnerships, particularly in terms of advocacy outcomes.				Disagree	
16	5.4 Strengthen partnerships with influential global institutions and coalitions like the European Union, G7, G20, and the World Economic Forum have proven valuable across all GAPs. incorporating lessons learned and continuity from one year to the next.				Agree	
16.0	5.4.1. Ensure whole UNICEF approach, including ED key Advocacy Positions through Global Advocacy Steering Committee in influential global institutions and coalitions like the European Union, G7, G20, and the World Economic Forum across all GAPs, and beyond	Global Advocacy Steering Committee, OED	Kitty van der Heijden	2/1/2024	Completed	A whole UNICEF approach has been improved in Humanitarian Advocacy, Funding Crisis Advocacy and Advocacy during UNGA, with consistent messages at OED level to influence key moments
16.0	5.4.2. Develop clear strategy and prepare, Brief and Debrief on advocacy goals for each of the global meetings G7, G20, UNGA, COP and others, well in advance incorporating lessons learned and continuity from one year to the next	PPD, GCA and other relevant divisions, RO, and host COs	June Kunugi	1/1/2025	Completed	Completed continuing in ongoing basis

16.0	5.4.3. Develop a strong and effective coordination mechanism with PFP, PPD, GCA for key global opportunities	GCA, PFP, PPD	Lily Jane Louise Caprani	1/1/2025	Completed	By developing a Strategic Plan strategy to "advocate and expand partnerships for children's rights and well-being", UNICEF recognizes that advocacy is an organization-wide responsibility. As such DGCA works closely with PFP PPD, PG and EMOPS to identify and exploit key global opportunities for advocacy. Humanitarian diplomacy and advocacy are also coming from and centre of interdivisional planning, coordination and reporting. Cross-divisional taskforces on advocacy include the Global Advocacy Steering Committee and Taskforce??
16.0	5.4.4. Dissemination and implementation of the SG's Guidance Note on Child Rights Mainstreaming globally as the principal advocacy tool for influencing all programming and interventions with respect to Child Rights across the UN system, including the work of UNHCR and IOM	DAPM, PPD	Pernille Ironside	1/1/2025	Completed	Closed via the integration of Child Rights into every aspect of the Country Programme Cycle, from evidence synthesis in the country programme planning process to monitoring and reporting, and the Rights and Results Programming (RRP) learning programme, which DAPM developed in close collaboration with Program Group (Human Rights Unit), GSSC's Global Learning Center and Regional Offices. DAPM has also ensured inclusion of references to child rights in the DCO-led update of the Common Country Assessment guidance. This work will continue to be strengthened to adapt to the evolving environment and the new organizational architecture for 2026 - 2029. Documents: Updated CPP document; link to the RRP learning site/page; revised CCA guidance documents
17	6.1 Make advocacy training mandatory: To ensure that all staff members have the necessary advocacy skills, it is recommended to make advocacy training mandatory for managers, representatives, and programmatic staff.				Agree	
17.0	6.1.1. Increase allocation of ACBI resources to enable development, delivery, and coordination of specific advocacy courses (political intelligence gathering, working with businesses, media etc.) and for specific staff categories – including programme colleagues, comms and advocacy colleagues and senior leadership	OED, DED Partnerships, GCA	Naysan Sahba	2/1/2025	Completed	While increasing resources may not be practical in the current operating environment, ACBI remains a priority not only for the Division, but UNICEF as a whole. Advocacy capacity development is considered as a critical element as demonstrated in approved PB submissions. The strategy going forward is to build upon the achievements made in maintaining and empowering the network of cadres that have been trained in advocacy since 2022. Related to 3.3.1 above on political intelligence gathering and 4.1.1 and 4.1.2 on resourcing advocacy in global priorities, capacity building remains a core element across functions, including the replenishment of capacity lost due to FFI.

17.0	6.1.2 Institutionalize full session on Advocacy for New and Existing Reps Orientation/ Training	DHR	Elaine Lowe	7/1/2024	Completed	Advocacy Session on Child Rights was part of the last Representative Orientation Training edition
17.0	6.1.3 Expand Advocacy Capacity Building initiative to RO, CO, Nat Coms and divisions through LTAs, and roster of consultants	GCA	Pavithra Rangan	1/1/2024	Completed	Four LTAs have been recruited and have been providing advocacy planning, strategy development, and capacity building support to COs and ROs for nearly two years. In 2024–2025 alone, they collectively supported 22 country, regional, and HQ teams, ensuring broad expansion of the Advocacy Capacity Building Initiative to ROs, COs, NatComs, and divisions. All details of advocacy LTAs can be found here: https://unicef.sharepoint.com/CommAdvocacy/SitePages/G-Long-Term-Arrangement-for-Services-for-Advocacy.aspx?CT=1760028-NT-Mail&CID=e4b68488-90f05485-f7c1-5aec2875f253&csf=1&web=1 .
17.0	6.1.4 Ensure Training of Trainers Sustainable Initiatives at Regional Level, including for CO and NatCom colleagues	GCA, RO and PFP (For NatComs)	Pavithra Rangan	1/1/2025	Completed	ToT courses implemented for ECARO, MENA and GCA -- LACRO in 2025
17.0	6.1.5 Include session on Advocacy in at least 5 RMTs and 7 Comms and Advocacy Network meetings	GCA, RO	Naysan Sahba	1/1/2025	Completed	Session in Advocacy were included in LACRO, ECARO, ESARO, ROSA and MENA network meetings. The practice will continue to be strengthened in network meetings as well as other opportunities, while taking note of the evolving needs and changing organizational structures.
17.0	6.1.6 Provide an internal session on Advocacy to members of Global Advocacy Steering Committee and GAP working groups	GCA, Global Advocacy Steering Committee, GAP task force	Naysan Sahba	1/1/2025	Completed	Related to 6.1.8. Advocacy capacity building has been ongoing for all UNICEF staff, including members of Global Advocacy Steering Committee and GAP working groups. With organizational change, FFI and related PBRs, advocacy training continues and will be strengthened in the new Strategic Plan cycle.
17.0	6.1.7 Child Rights Advocacy Unit to identify opportunities and support scheme for National Committees	PFP	Marta Arias	1/1/2025	Completed	Ongoing - All new advocacy staff in national committees receives tailored onboarding. DGCA to keep PFP informed of upcoming opportunities of more intensive capacity building opportunities that Natcoms could join.

17.0	6.1.8 Provide advocacy capacity development training for relevant PG staff	GCA, PG	Lily Jane Louise Caprani	2/1/2025	Completed	To be explored with PG leadership, subject to PBR decisions. Programme chiefs and colleagues, including Dep Reps, in all COs had been trained in advocacy as part of all capacity building-cum-strategy development workshops. A tailored advocacy orientation for PG colleagues HQ was planned for implementation in 2025 but now has to be modified to suit the circumstances. To be explored with PG leadership, subject to 2025 PBR decisions.
17.0	6.1.9 Ensure advocacy sessions are included in the roll out of EPR trainings globally, and/or RAPS preparedness trainings, Regional Emergency network meetings, key global webinars etc.	EMOPS, GCA	Lana Wreikat	1/1/2025	Completed	Sessions on advocacy have been included in key training sessions, including the CHTE 2024 Workshop and REA meeting 2024. The most recent EPR trainings have also included advocacy sessions. This will continue to be ongoing practice. Furthermore, in 2025 EMOPS trainings will include humanitarian diplomacy focus
18	6.2 Prioritize specific thematic areas for advanced advocacy training. The assessment has highlighted capacity gaps in areas such as gathering and using political intelligence and strategic advocacy, including capacity building on youth engagement. (Combined actions with 6.1)				Agree	
19	6.3 Leverage the existing wealth of experience and expertise of relevant NatComs for developing capacities at the Regional and CO level.				Agree	
19.0	6.3.1 Include Nat Coms as capacity building resources and key partners for political intelligence for ToTs and other initiatives	GCA, PFP, Nat Coms	Marta Arias	1/1/2025	Completed	Partially completed: there's room to utilize natcom on a more regular basis as resources for capacity building
20	6.4 Keep developing knowledge management and a support base: UNICEF needs to prioritize knowledge management and sharing approaches to strengthen organizational learning further.				Agree	
20.0	6.4.1 Develop an overarching, comprehensive knowledge management framework and systems for advocacy, comprising all essential knowledge management initiatives, together with a robust communication plan (webpage, SharePoint, case studies newsletters.), including with NatComs	GCA, PFP	Lily Jane Louise Caprani	2/1/2025	Completed	Revamp of Advocacy Section SharePoint, including updated content on all global advocacy priorities as well as the Advocacy Capacity Building Initiative, is ongoing.
20.0	6.4.2 Develop a strong advocacy community of practice, including colleagues at the RO, CO and NatCom colleagues, for sharing best practices – including through Skill Share Academy Initiatives	GCA, PG, RO/COs, PFP/NatCom	Lily Jane Louise Caprani	1/1/2025	Completed	An online community of practice (TeamSite) has been created on demand from colleagues trained as advocacy trainers in MENA and ECA COs. There is need and demand to create one for Leadership and practitioners on Child Rights Advocacy -- to be implemented based on funding and manpower availability. Completed continuing in ongoing basis
21	7.1 Strengthen communication and information-sharing, particularly across GAPs: Improved communication channels and mechanisms should facilitate coordination and information-sharing between different units, divisions, and levels involved in different GAPs.				Agree	
21.0	7.1.1 Ensure improved communication and coordination mechanisms (minutes, SharePoint) with participation of relevant division, CO and NatComs	GCA, PG	Lily Jane Louise Caprani	7/1/2024	Completed	n/a

22	8.1 Ensure that validated Theories of Change and Theory of Transformation are disseminated, known, and owned by advocacy practitioners at the different levels -- to ensure advocacy strategies follow a consistent logic informed by global theoretical models but adapted to the realities and challenges of each particular context.				Partially Agree	
23	8.2 Ensure developed ToC are periodically tested and adapted, following a Strategic Testing approach, a monitoring system specifically devised to track programs addressing complex development problems through a highly iterative and adaptive approach.				Partially Agree	
23.0	8.2.1 GAP / focus areas theories of changes to include strengthened monitoring frameworks, which are revisited and adapted consistently in response to changing GAPs/Management Priorities and their implementation strategies	GCA, PG	Sharif Baaser	1/1/2025	Completed	Rapid assessment on M&E challenges per GAP was conducted in 2023 Flexibility and adaptability of M&E systems already included as a elemental strategy of the (forthcoming) GCAS.
23.0	8.2.2 At least 20 COs and 8 NatComs to develop consistent advocacy monitoring frameworks, with clear indicators and MoV, to track implementation and progress of advocacy strategies	CO, NatComs, ACBI, PFP	Lily Jane Louise Caprani	1/1/2026	Completed	n/a
23.0	8.2.3 (linked to 8.2.2) At least 15 COs have standard advocacy and related indicator(s) integrated in the results monitoring framework.	COs, RDs, GCA, In collaboration with DAPM	Sharif Baaser	1/1/2026	Completed	n/a
24	9.1 Strengthen Advocacy Standard Indicators Guidelines shared with/used by COs by including advocacy output indicators that cover all the main steps/areas of change included in the revised Theories of Change (engagement, mobilization/awareness, shift in social norms, base of support growth and policy/institutional influence).				Agree	
24.0	9.1.1. Strengthen Advocacy Standard Indicators Guidelines shared with/used by COs --by including advocacy output indicators that cover all the main steps/areas of change included in the revised Theories of Change.	GCA, in collaboration with DAPM	Sharif Baaser	1/1/2025	Completed	Advocacy Standard Indicator Guidelines have already been shared with, and are being used by ROCOs. They require continuous updating in light of MTR, GCAS and new SP recommendations.
24.0	9.1.2. Develop a revised set of global standard indicators based on careful study of good/practical indicators currently being used by COs/NatComs in different contexts.	GCA, in collaboration with DAPM	Sharif Baaser	1/1/2026	Completed	In addition to an existing set of standard indicators (see 9.1.1 GCA developed new indicator to be pivoted to the UNICEF Unified Indicator Module. This is part of the new SP IRRF and its Global Monitoring Framework that is managed by DPAM and the SIGNAL Network.
24.0	9.1.3 Child Rights Advocacy Unit and PRIME will work together to adapt the Advocacy Standard Indicators and Guidelines to the needs and context of the National Committees, building as many synergies as possible.	PFP	Marta Arias	1/1/2026	Completed	In alignment in with 9.1.1 and 9.1.2 this work has been completed but needs continuous strengthening and adaptations to fir the new SP and GCAS.

24.0	9.1.4 Explore the possibility for indicators to reflect the specificities of quickly evolving contexts, notably during humanitarian crises when ToC need to be revised on a more regular basis.	EMOPS-HELS	Anthea Moore	1/1/2025	Completed	Humanitarian advocacy is integrated in UNICEF's advocacy efforts, now evolving into humanitarian diplomacy and advocacy. The new SP further to strengthens humanitarian monitoring through (a) disaggregation of indicators to show context for humanitarian vs. development (b) specifying humanitarian output indicators and (c) embedding humanitarian data points in broader programme indicators. Furthermore, humanitarian output indicators are designed to capture readiness, preparedness, response, resilience, and the equitable responsiveness of systems to crises.
25	9.2 Select a series of sentinel indicators that track the most relevant assumptions included in the ToCs to keep track of changes in critical contextual and cause-effect conditions to effectively and timely identify them for adaptability.				Partially Agree	
26	9.3 Ensure that "success stories" are also used by COs to complement existing indicators since these are perfectly aligned to "the 7 steps" categorization and would provide a wealth of nuanced information to complement indicators for the final assessment of achievements.				Agree	
26.0	9.3.1. Strengthen planning, monitoring, and reporting of success /contribution stories and advocacy case studies in targeted countries and regions and improve documentation of best practice from ROCOs and NatComs, including in humanitarian settings.	GCA, PFP, PPD, In close collaboration with DAPM	Munyaradzi Dodzo	1/1/2025	Completed	Working closely with DAPM to integrate RBM principles for comms and advocacy in CPP processes. PFP works closely with NatComs to produce contribution stories. PPD regular undertakes analysis of RR-use in CO to contribute to RR discussions and positioning especially donor recognition & visibility. GCA compiles annual summary reports of CSIs that document successes, with case studies from selected COs and NatComs, e.g. Uruguay, DR Condo and French NatCom in 2025.
27	9.4 Use Social Network Analysis to complement existing initiatives (such as stakeholder analysis and Global Advocacy Situation Analysis) to enhance the quality of intelligence on which decisions are made and better understand the connectivity with different stakeholder and their level of influence to maximize engagement and synergetic actions while identifying leverage points for implementation purposes.				Agree	
27.0	9.4.1 Advocacy effectiveness review incorporating high level advocacy impact study that will determine the effectiveness of current advocacy processes, indicators and how to improve effectiveness of the change strategy in different context	GCA, PFP, EMOPS, in close collaboration with DAPM	Munyaradzi Dodzo	2/1/2025	Completed	Completed - Given the current funding challenges, the organization will most likely not conduct a global effectiveness review. A separate advocacy effectiveness study is even more inefficient. Recommend check advocacy impacts at systemic level in the new SP. Currently use CSI summary reports for impact of UNICEF advocacy efforts at CO level (Munya, 5 Spet 2025).

27.0	9.4.2 Ensure advocacy capacity building LTAs include capacity to undertake effective social network analysis, to support development of ROs and COs advocacy frameworks/strategies.	GCA	Pavithra Rangan	1/1/2025	Completed	<p>All advocacy LTAs have expertise in social network analysis, enabling ROs and COs to apply this methodology effectively in the development of advocacy frameworks and strategies. In parallel, the Advocacy Portal has been updated and redeveloped as the ACBI SharePoint site, to house all updated tools, resources, and templates to support ROs, COs, and LTAs providing system-wide advocacy capacity building. This is the new redeveloped site: Advocacy Capacity Building Initiative https://unicef.sharepoint.com/:CommAdvocacy/SitePages/Advocacy-Capacity-Building-Initiative.aspx?CT=17600283&NT-Mail&CID=8f46571e-b1975914-a8f0-6b047bb4af2d&csf=1&web=1</p>
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