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Management response to the evaluation report

Evaluation of UNICEF approaches to advocacy

Summary

The present report provides an overview of the UNICEF response to the evaluation of UNICEF approaches to advocacy, completed in 2023. It provides a summary of the actions that the organization will take to address the recommendations.

Elements of a draft decision for consideration by the Executive Board are provided in section V.

* E/ICEF/2024/10.

Note: The present document was processed in its entirety by UNICEF.



I. Overview

1. According to the UNICEF definition, advocacy is the deliberate process, based on demonstrated evidence, to directly and indirectly influence decision makers, stakeholders and relevant audiences to support and implement actions that contribute to realizing children's and women's rights.¹ In the very first line of its mission statement, UNICEF is mandated by the United Nations General Assembly "to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential".² Following a rights-based approach and guided by the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities, advocacy has therefore been an integral component of the work of UNICEF.³

2. The evaluability assessment and formative evaluation of UNICEF approaches to advocacy was commissioned by the UNICEF Evaluation Office, in collaboration with the Division of Global Communication and Advocacy (DGCA). The evaluation was undertaken between November 2022 and July 2023, and is the first comprehensive organization-wide assessment focused explicitly on this function. The purpose of the evaluation was twofold: to learn about the current status of advocacy in the organization to maximize the success of advocacy efforts at all levels, and to prepare the ground for a summative evaluation to be conducted at the end of the current UNICEF Strategic Plan, 2022–2025. The assessment emphasizes the significance of advocacy as a change strategy, integrated into all UNICEF Strategic Plan Goal Areas as a fundamental approach to achieving outcomes for children.

3. The evaluation was guided by ad hoc criteria of coherence, relevance, implementation capacity, validity of design, and system adequacy. Evaluation methods and techniques included key informant interviews, a desk review, online surveys, focus groups, benchmarking analysis, a social network analysis and observation. Case studies included the UNICEF country offices in Afghanistan and Indonesia, UNICEF regional offices and country offices in Eastern and Southern Africa, the Middle East and North Africa, and West and Central Africa, the Italian Committee for UNICEF–Foundation Onlus, and the United Kingdom Committee for UNICEF. More than 100 informants, internal and external, were interviewed, more than 300 completed a questionnaire, and more than 300 documents were reviewed.

II. Analysis and findings

A. Introduction

4. The evaluation recognizes that UNICEF has taken strong and decisive measures to establish advocacy as a critical organizational function and an integral part of its work. These efforts encompass significant structural and programmatic changes and endeavours to enhance capacities, skills and engagement at all levels for the effective integration of advocacy. While these processes are still being consolidated, positive results are already emerging in the form of staff understanding and recognition of the importance and relevance of advocacy, along with improvements in advocacy skills across UNICEF.

5. Nonetheless, the report identifies several gaps where UNICEF could adopt a more strategic organization-wide approach, at all levels and in different settings:

¹ United Nations Children's Fund (UNICEF), *Advocacy Toolkit: A guide to influencing decisions that improve children's lives*, UNICEF, New York, 2010.

² UNICEF mission statement.

³ UNICEF, Global Communication and Advocacy Strategy, 2019–2023 (internal document).

appropriate resources to match advocacy ambitions, clearly defined roles, expanding financial resources, institutional agility, and maintaining a multisectoral programmatic approach, among others.

B. Main findings

1. Definition of advocacy

6. The evaluation documented that there is a clear and broad definition of advocacy within UNICEF, and that staff members understand its importance and relevance. However, the report highlights that some confusion persists due to diverse contexts in which UNICEF operates and the broad definition of advocacy. The evaluation finds that the UNICEF definition of advocacy aligns with global definitions shared by other organizations. It also states that UNICEF strengths for advocacy include its reach, brand, mandate and ability to engage youth. However, limitations such as a limited ability to speak out in certain contexts, agility, advocacy capacities, and prioritization, compared with other organizations, affect UNICEF advocacy work.

2. Alignment of advocacy priorities with the UNICEF Strategic Plan

7. The evaluation concludes that UNICEF global advocacy priorities (GAPs) on child health and survival, the learning crisis, mental health, and climate change/water, sanitation and hygiene (WASH) align with most thematic areas in the Strategic Plan, 2022–2025, except for child poverty and inclusive social protection, and fast-tracking to end HIV/AIDS.

8. The reports recognizes that the GAPs framework provides focus and direction for advocacy while ensuring consistent support to certain areas in a specific time period, which is critical for achieving advocacy results. The strengths of the GAP structure include strengthening prioritization, unified advocacy focus and messaging, tracking, consolidating results and promoting cooperation. However, the extent to which non-prioritized areas are included in the strategies and plans of crucial divisions remains an issue to be addressed. At the same time, the evaluation identified potential for inter-GAP cross-fertilization as a key recommendation.

3. Allocation of funds

9. The evaluation finds that funds allocated to advocacy have fluctuated since 2018. Despite having a higher proportion of funds allocated to advocacy than other benchmarked organizations, the UNICEF ambitions regarding advocacy need to be matched by sufficient funding and human resources structures.

10. The analysis of funding allocation within DGCA (mostly earmarked resources) shows that child health and survival has been the most-funded global priority, compared with the other three priorities. Humanitarian advocacy represents almost 7 per cent of the global communication and advocacy budget for 2023, and funding for social policy and social protection has been residual. In terms of human resources, the evaluation shows that UNICEF allocates 5 per cent of its workforce to advocacy and communication, which is lower than other organizations assessed.

11. Concerns about limited financial resources for advocacy were gathered at all levels throughout the review. Limited funding, the self-funded nature of GAPs, mismatched ambitions versus resources, unclear roles and responsibilities, limited fundraising expertise, limited strategic approach, and coordination issues were highlighted as main challenges to be addressed. Nonetheless, informants at all levels

had a relatively positive perception of the efficient use of available financial and human resources for advocacy.

4. Capacity-building

12. The evaluation concludes that the UNICEF Advocacy Capacity-Building Initiative is crucial for enhancing staff skills at all levels. According to the report, most informants consider themselves skilled in basic advocacy techniques, but expressed the need to further strengthen advanced advocacy skills regarding political intelligence and fundraising. The fact that advocacy training is not mandatory could represent a major barrier in ensuring widespread advocacy capacities at all levels of the organization, according to the evaluation.

5. Roles and responsibilities

13. The evaluation recognizes that roles, responsibilities and collaboration for advocacy have been defined in the “Compendium on the Organization of UNICEF”. However, there is still a need to translate these roles into clear lines of responsibility and accountability at all levels, including planning documents.

14. Relevant and meaningful coordination examples have been identified across the report, reflecting the proactive approach and willingness of advocacy teams at different levels. Nonetheless, tension exists in defining roles and accountability at the global level, mainly linked to the process of acknowledging advocacy as a core function that requires specialized skills and knowledge.

15. The evaluation identifies the limited existing structures for coordination with civil society organizations, a challenge to be addressed. Although relevant examples of developing and participating in or extending networks for advocacy were identified across the report, there are no specific documents or strategies designed for developing and strengthening advocacy networks. According to the evaluation, this contributes to the existing weakness in political intelligence gathering.

6. Theories of change

16. The evaluation finds that the existing internal guidelines and templates for designing theories of change are thorough and widely used. However, the evaluation recommends that these guidelines be updated since GAP theories of change lack causal link assumptions, feedback loops, and explanations of how changes occur at different levels. The report also notes the lack of specific approaches to identify the different components of the advocacy work based on their level of complexity. The theoretical models on which the advocacy change strategy and the GAPs are based could be further enhanced by considering complexity-aware approaches that align with the nature of advocacy work.

17. According to the report, the GAPs have been adapted to the contextual challenges and needs deriving from the coronavirus disease (COVID-19) pandemic and post-pandemic situation. Although they have shown adequate levels of adaptability, existing approaches, mechanisms and tools to periodically review and adapt to contextual changes need to be reinforced with more systematic approaches. Despite the levels of adaptability shown by GAPs, there is still current thinking at the global level that expresses the challenge of maintaining the relevance of the GAPs in a rapidly changing global context and considering emerging issues. The report highlights that integration of GAPs has been primarily top-down, although some examples of bottom-up integration were found. The benchmarking analysis with other organizations suggests that a bottom-up integration approach could enhance the effective contextualization and integration of advocacy efforts at the global level.

7. Planning procedures and tools

18. The evaluation finds that planning procedures and tools at the global, regional and national levels demonstrate clear linkages with the Strategic Plan goals through the use of advocacy core standard indicators. Child poverty and inclusive social protection, although not designated as a GAP, contribute to the overall advocacy strategy and Strategic Plan Goal Area 5. However, according to the evaluation, these areas have been supported indirectly by DGCA through capacity-building initiatives.

8. Monitoring and evaluation systems

19. The report finds that the monitoring and evaluation (M&E) system for advocacy includes key elements such as baselines, targets, data-collection periodicity, monitoring responsibilities, verification sources, transparency measures and reporting mechanisms. However, some of the templates used for defining indicators include different levels of analysis, and not all comply with the established criteria. The current system also lacks information on cost per activity.

20. Overall, according to the report, advocacy indicators are well designed but have limited capacity to measure the role of UNICEF in achieving specific advocacy goals, and the context in which results are achieved. The existing advocacy and communication standard indicators focus more on measuring communication than the pathways of change in advocacy initiatives. The evaluation recommends that UNICEF issue guidance to monitor advocacy initiatives, taking into account a complexity approach.

9. Advocacy reporting systems

21. According to the evaluation, UNICEF has a strong reporting system in place for both development and humanitarian settings. However, there are challenges at the global level to aggregate results from country offices. At the national level, the main reporting tool does not specifically address advocacy in a particular section, but rather as a cross-cutting theme. Hence, the current structure of reporting against Strategic Plan goals is perceived to blur the visibility of the specific results of advocacy at the national level.

22. The evaluation recognizes that advocacy practitioners acknowledge the current limitations in measuring and reporting on advocacy and the need to collect more qualitative data to better understand results. The introduction of M&E tools and efforts (advocacy core standard indicators, “success stories”, etc.) to broaden the focus on monitoring processes and mid-level results have been positively regarded. However, the perceived limited M&E resources and staff at the national level and the reliance on external funding for M&E activities on GAP impacts have been highlighted as key challenges to be addressed.

III. Recommendations

23. Overall, UNICEF agrees with the recommendations, as detailed in the section that follows.

IV. Key evaluation recommendations and UNICEF management response

<i>Action</i>	<i>Responsible section</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents Note: All internal documents</i>
<p>Evaluation recommendation 1: Clarify accountabilities and strengthen the roles and responsibilities and the systems for advocacy work in UNICEF.</p> <p>1.1 Joint global advocacy workplans should be developed by the advocacy co-leads of both development and humanitarian advocacy.</p> <p>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.</p> <p>1.3 UNICEF should continue developing and including advocacy issues in role descriptions at all levels (including communication and advocacy roles and others), guidelines, performance evaluation reviews and performance indicators explicitly defining advocacy responsibilities.</p> <p>Management response: Agree. Specific actions to further expand UNICEF efforts are outlined below.</p>				
1.1.1 Formalize and implement the recently updated “Compendium on the Organization of UNICEF” document, which defines the accountabilities, roles and responsibilities for advocacy.	Office of the Executive Director	31 December 2023	Completed	“Compendium on the Organization of UNICEF” (internal document)
1.1.2 (Also 2.5) Approve and roll out a global advocacy governance structure (including a Global Advocacy Steering Committee at director level, and advocacy task forces by priority at chief and deputy level, including interested National Committees for UNICEF and country offices).	Deputy Executive Director, Partnerships, including: DGCA Programme Group (PG) Public Partnerships Division(PPD) Private Fundraising and Partnerships (PFP) UNICEF Innocenti –	February 2024	Under way	

<i>Action</i>	<i>Responsible section</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents Note: All internal documents</i>
	Global Office of Research and Foresight Data, Analysis, Planning and Monitoring (DAPM) Office of Emergency Programmes (EMOPS) Strategic Plan Adviser on Child Rights One regional director Chair of the Standing Group of National Committees for UNICEF			
1.1.3 Develop and implement joint global advocacy workplans to implement advocacy strategies, co-led by both development and humanitarian advocacy.	UNICEF advocacy co-leads: DGCA, PG and EMOPS	June 2024	Under way	
1.1.4 All teams within PPD include advocacy as part of their workplans, with an explanation of their roles.	PPD	June 2024	Under way	
1.1.5 Define advocacy priorities for emergency responses to Level 2 (L2) and Level 3 (L3) emergencies, at the start of each response.	EMOPS, DGCA and respective regional and country offices	At the onset of relevant L2 and L3 declarations, or earlier where feasible	Under way	

<i>Action</i>	<i>Responsible section</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents Note: All internal documents</i>
1.2.1 Develop a matrix management line for the Deputy Director of Advocacy with the PG Director.	DGCA PG	June 2024	Under way	
1.3.1 Regional directors to ensure that all job descriptions for regional chiefs of communications include the advocacy function, based on generic job descriptions.	Regional directors Division of Human Resources (DHR)	June 2024	Under way	Job description
1.3.2 Regional directors to ensure that all country office all job descriptions and performance evaluation reviews for representatives include the advocacy function.	DHR Regional directors Regional human resources chiefs	June 2024	Under way	Job description
1.3.3 Advocacy responsibilities to be added to relevant EMOPS job descriptions and job responsibilities/deliverables, and to country/regional office emergency positions; advocacy deliverables to be added to relevant performance evaluation reviews.	DHR EMOPS Regional/country offices	June 2024	Not started	
1.3.4 Clarify the roles, responsibilities and systems for information flow/decision-making around humanitarian advocacy at headquarters, regional office and country office levels.	Office of the Executive Director EMOPS – Humanitarian Policy Section EMOPS advocacy focal points PG Director of DGCA Regional and country offices in L2, L3	June 2024	Under way	Job description
1.3.5 Include advocacy emergency specialists positioned in key emergency countries (especially for large and complex emergencies – L3/L2).		June 2024	Not started yet	Job description

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<p>Evaluation recommendation 2: Strengthen and rethink the GAPS framework design for the next Strategic Plan.</p> <p>2.1 The GAPS framework design should be fine-tuned to incorporate existing thematic areas more meaningfully.</p> <p>2.2 UNICEF should ensure a better alignment between the GAPS and the Goal Areas identified in the Strategic Plan.</p> <p>2.3 Foster cross-GAP collaboration: UNICEF should promote and justify cross-collaboration initiatives that ensure synergies and added value between the different GAPS.</p> <p>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.</p> <p>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 Strategic Plan, social policy/protection and humanitarian advocacy).</p> <p>Management response: Agree. Specific actions to further expand UNICEF efforts are outlined below.</p>				
2.1.1 and 2.3.1 Undertake a review of the GAPS.	DGCA PG	June 2024	Under way	Theory of change
2.1.2 and 2.4.1 Communicate to clarify revision of the GAPS.	DGCA PG	December 2023	Completed	
2.1.3 and 2.4.2 Support provided to GAP co-leads in engaging National Committees to ensure that 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, insight gathering, monitoring, reporting and evaluation.	PFP	March 2024	Completed	
2.2.1 Discuss the feasibility of choosing one key advocacy priority per Strategic Plan pillar in the next Strategic Plan cycle.	Deputy Executive Director, Partnerships, including: DGCA PG PPD	December 2024	Not started	New Strategic Plan advocacy priorities

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	PFP UNICEF Office of Research – Innocenti DAPM EMOPS Strategic Plan Adviser on Child Rights One regional director Chair of the Standing Group of National Committees			
<p>Evaluation recommendation 3: Integrate advocacy more systematically at all levels.</p> <p>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.</p> <p>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. <i>(Partially agree – see comments)</i></p> <p>3.3 Enhance political intelligence by: <i>(Partially agree – see comments)</i></p> <p>(a) Defining clear cross-organizational strategies for developing and sustaining networks that are shared across divisions and offices, including mechanisms for mapping networks and influencing pathways for effective advocacy.</p> <p>(b) Leveraging local staff knowledge and networks, fostering collaboration with external stakeholders, implementing a systematic cross-organizational political intelligence-gathering process, and establishing clear reporting channels.</p> <p>(c) Developing a structured approach for intelligence gathering, utilizing technology tools, and establishing clear reporting channels that will ensure efficient and effective dissemination of political intelligence, supporting informed decision-making and advocacy efforts.</p> <p>Management response: Partially agree (see points 3.2 and 3.3).</p> <p>3.2 Advocacy and communication roles are separated at headquarters. However, having separate communications and advocacy positions at every regional and country office would not be feasible due to office size and resources available. The aim is to have a dedicated advocacy position in each regional and most large size country offices. Country offices may also not be able to implement such a recommendation where having two separate functions might be hard to justify in terms of cost-effectiveness. This recommendation might</p>				

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<p>only be implementable at headquarters and regional office level, but would still increase the number of posts in the context where “partnerships focal points” who are undertaking advocacy and communications are already proliferating in the context of resource mobilization, rather than optimizing already existing assets. At all levels, but particularly at the country office level, solid capacity-building, including knowledge management, will be required to ensure that advocacy work is not perceived as just a series of communication events, campaigns and activities.</p> <p>3.3 PPD’s leadership in political intelligence does not seem to have been captured by the evaluation. PPD relationship managers – which encompass nearly every country in the world, including into international financial institutions, public-private partnerships and intergovernmental affairs – are extremely well versed at gathering political intelligence. However, PPD is often not consulted for thematic engagement. Thus, the recommendation to engage external agencies and “expert advocates” who are not as well versed in the presentation of the UNICEF Strategic Plan would further weaken the application and use of political intelligence.</p> <p>Specific actions to further expand UNICEF efforts are outlined below.</p>				
3.1.1 Include regional office and National Committee representation in the terms of reference of the Global Advocacy Steering Committee (currently being formalized).	Deputy Executive Director, Partnerships	January 2024	Completed	Terms of Reference
3.1.2 Enable participation of country offices and National Committees in GAP working groups.	DGCA	March 2024	Under way	
3.1.3 Support the Global Advocacy Steering Committee – in particular, the National Committee representation – to gather insights from National Committees to inform the selection of GAPs and other Steering Committee discussions.	PFP	2024	Not started	
3.1.4 Continue supporting regional and country offices through the Advocacy Capacity-Building Initiative, participation in the Regional Management Team and specific technical assistance on advocacy.	DGCA Regional offices Country offices	2024	Under way	Regional Management Team minutes
3.2.1 Establish specific advocacy roles at all regional offices, at the P-4 level.	Regional office and regional human resources chief	December 2024	Under way	Specific job description and posts

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3.2.2 Establish specific advocacy roles at country offices as feasible (depending on office size), at adequate level.	Regional office and regional human resources chief Country office and country office human resources	December 2024	Under way	Specific job description and posts
3.2.3 Establish an Advocacy Steering Committee in at least two regions and 10 country offices, if feasible, including all sections involved.	Regional offices Country offices	December 2024	Under way	Specific terms of reference at regional and country offices
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 task forces.	PPF PPD	June 2024	Under way	Specific terms of reference
Evaluation recommendation 4: Match existing resources with advocacy expectations and ambitions.				
8.2 Ensure that the funding and human resource structures align with the ambitious advocacy goals of UNICEF.				
Management response: Agree. Specific actions to further expand UNICEF efforts are outlined below.				
4.1.1 Ensure that the funding and human resource structures align with UNICEF's ambitious advocacy goals, devoting regular resources (RR) for GAPs and core advocacy function.	Office of the Executive Director	December 2024	Not started	Budget composition
4.1.2 All grants for priority areas to include advocacy budget (for advocacy planning, implementation, capacity-building and monitoring) to deliver grant outcomes.	DGCA	December 2024	Not started	Grants budget including advocacy initiatives
4.1.3 Allocate regular resources to fund key advocacy positions at headquarters, regional offices and large country offices.	DGCA	December 2024	Under way	RR allocation
4.1.4 Explore the option of including an advocacy	EMOPS and DHR	June 2024	Not started	Other resources

<i>Action</i>	<i>Responsible section</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents Note: All internal documents</i>
specialist position for complex emergencies in the DHR Emergency Programme Fund allocation (usually \$1 million for L3s and \$500,000 for L2s) and/or creating a talent pool for advocacy specialists in emergencies.				(emergency) allocation Talent pool on advocacy specialist in emergencies created
4.1.5 Implement humanitarian advocacy capacity-building for cluster coordinators, standby partners and/or implementing partners (through programme documents) to ensure advocacy capacity in clusters/with partners.	EMOPS Geneva Cluster team	December 2024	Not started	Report on training
<p>Evaluation recommendation 5: Maximize partnerships for advocacy.</p> <p>5.1 Systematically promote the use of information on partnerships in UNISON to have a shared global database of partnerships formed at all levels to help with making decisions and to define potential cross-collaboration and synergies. <i>(Partially agree – see comments)</i></p> <p>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.</p> <p>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. <i>(Disagree – see comment)</i></p> <p>5.4 Strengthening partnerships with influential global institutions and coalitions such as the European Union, Group of Seven (G7), Group of Twenty (G20) and World Economic Forum has proven valuable across all GAPs.</p> <p>Management response: Partially agree (see points 5.1 and 5.3).</p> <p>5.1 PFP and DGCA, including other relevant divisions, to promote partnerships and stakeholder engagement using UNISON. PFP, PPD and regional and country offices are already using the Salesforce-powered platform.</p> <p>5.3 Partnership effectiveness and impact must be assessed in a wider evaluation effort to assess advocacy outcomes and impact, including theories of change, and not as an isolated piece, as guided by corporate evaluation policy.</p> <p>Specific actions to further expand UNICEF efforts are outlined below.</p>				
5.1.1 Assess the feasibility of expanding or adjusting UNISON and building capacities to be used by DGCA,	DGCA, PPD, PFP	December 2024	Under way	

<i>Action</i>	<i>Responsible section</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents Note: All internal documents</i>
PPD and PFP advocacy staff, to access partnership information and manage advocacy engagements.				
5.1.2 UNISON users must be held accountable, through policy-level standard operating procedure 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	December 2024	Under way	
5.2.1 Complete and disseminate an elementary strategy on strategic partnerships as part of the global communications and advocacy strategy process.	DGCA – Strategic Partnership Division	December 2024	Under way	
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	December 2024	Under way	
5.4.1 Ensure a whole-of-UNICEF approach, including Executive Director key advocacy positions through a Global Advocacy Steering Committee, in influential global institutions and coalitions, such as the European Union, G7, G20 and World Economic Forum, across all GAPs and beyond.	Global Advocacy Steering Committee Office of the Executive Director	June 2024	Under way	
5.4.2 Develop a clear strategy and prepare, brief and debrief on advocacy goals for each of the global meetings – G7, G20, United Nations General Assembly, Conference of the Parties and others – well in advance, incorporating lessons learned and continuity from one year to the next.	Office of the Executive Director PPD, DGCA and other relevant divisions, regional offices and host country offices	June 2024	Not started	
5.4.3 Develop a strong and effective coordination	DGCA	January 2024	Under way	

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mechanism with PFP, PPD and DGCA for key global opportunities.	PFP PPD			
5.4.4 Dissemination and implementation of the Secretary-General'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 United Nations system.	DAPM and PPD	July 2024	Under way	
<p>Evaluation recommendation 6: Continue developing advocacy skills and capacities.</p> <p>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.</p> <p>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. <i>(combined actions with 6.1)</i></p> <p>6.3 Leverage the existing wealth of experience and expertise of relevant National Committees for UNICEF for developing capacities at the regional and country office levels.</p> <p>6.4 Keep developing knowledge management and a support base: UNICEF needs to prioritize knowledge management and sharing approaches to strengthen organizational learning further.</p> <p>Management response: Agree. Specific actions to further expand UNICEF efforts are outlined below.</p>				
6.1.1 Increase allocation of Advocacy Capacity-Building Initiative 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, communications, advocacy and senior leadership	Deputy Executive Director, Partnerships DGCA	2024	Not started	Advocacy Capacity-Building Initiative team budget

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6.1.2 Institutionalize full orientation/training sessions on advocacy for new and existing representatives.	DHR	June 2024	Under way	
6.1.3 Expand the Advocacy Capacity-Building initiative to regional and country offices, National Committees and divisions through long-term agreements and roster of consultants.	DGCA	December 2023	Completed	Long-term agreements signed
6.1.4 Ensure training of trainers sustainable initiatives at the regional level, including for country office staff and National Committee members.	DGCA Regional office and PFP (for National Committees)	December 2024	Under way	
6.1.5 Include session on advocacy in at least five Regional Management Team and seven Communications and Advocacy Network meetings.	DGCA Regional offices	December 2024	Under way	Regional Management Team and Communications and Advocacy Network meeting minutes
6.1.6 Provide an internal session on advocacy to members of the Global Advocacy Steering Committee and GAP working groups.	DGCA Global Advocacy Steering Committee GAP task force	June 2024	Not started	
6.1.7 Child Rights Advocacy Unit to identify opportunities and support scheme for National Committees.	PFP	December 2024	Not started	
6.1.8 Provide advocacy capacity development training for relevant PG staff.	DGCA PG	December 2024	Not started	

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6.1.9 Ensure that advocacy sessions are included in the roll-out of emergency preparedness and response training globally and/or Risk Analysis and Preparedness Section preparedness trainings, regional emergency network meetings, key global webinars, etc.	EMOPS DGCA	June 2024	Not started	
6.3.1 Include National Committees as capacity-building resources and key partners for political intelligence for training of trainers and other initiatives.	DGCA PFP National Committees	December 2024	Not started	
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 (web page, SharePoint, case studies, newsletters), including with National Committees.	DGCA PFP	December 2024	Not started	
6.4.2 Develop a strong advocacy community of practice, including regional and country office staff and National Committee members, for sharing best practices – including through Skillshare Academy initiatives.	DGCA PG Regional and country offices PFP and National Committees	June 2024	Under way	Skillshare web page
Evaluation recommendation 7: Strengthen planning and reporting for decision-making.				
7.1 Strengthen communication and information-sharing, particularly across GAs. Improved communication channels and mechanisms should facilitate coordination and information-sharing between different units, divisions and levels involved in different GAs.				
Management response: Agree. Specific actions to further expand UNICEF efforts are outlined below.				
See 1.1.2				
7.1.1 Ensure improved communication and	DGCA	June 2024	Under way	

<i>Action</i>	<i>Responsible section</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents Note: All internal documents</i>
coordination mechanisms (minutes, SharePoint) with participation of relevant division, country offices and National Committees.	PG			
<p>Evaluation recommendation 8: Improve and promote the theoretical models of the advocacy change strategy.</p> <p>8.1 Ensure that validated theories of change and the theory of transformation are disseminated, known and owned by advocacy practitioners at the different levels – to ensure that advocacy strategies follow a consistent logic informed by global theoretical models but adapted to the realities and challenges of each particular context. <i>(Partially agree)</i></p> <p>8.2 Ensure that developed theories of change are periodically tested and adapted, following a strategic testing approach, a monitoring system specifically devised to track programmes addressing complex development problems through a highly iterative and adaptive approach. <i>(Partially agree)</i></p> <p>Management response: Partially agree (see points 8.1 and 8.2).</p> <p>8.1 UNICEF headquarters has the capacity to disseminate global theories of change, but it does not have the capacity to ensure that global theories of change are effectively adapted to each particular context.</p> <p>8.2 While it is desirable to periodically update the UNICEF advocacy theories of change, the variable factors to be considered in complex, volatile and unpredictable operating environments warrant a more stable approach with fewer high-level considerations that are applicable to a decentralized organization. Contextualization and necessary adjustments will be operationalized by country and regional offices.</p> <p>Specific actions to further expand UNICEF efforts are outlined below.</p>				
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.	DGCA and PG	December 2024	Under way	Theory of change
8.2.2 At least 20 country offices and eight National Committees to develop consistent advocacy monitoring frameworks, with clear indicators and means of verification to track implementation and progress of advocacy strategies.	Country offices National Committees Advocacy Capacity-Building Initiative PFP	December 2024	Under way	Theory of change
8.2.3 (linked to 8.2.2)	Country offices	December	Not started	15 country offices'

<i>Action</i>	<i>Responsible section</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents Note: All internal documents</i>
At least 15 country offices have standard advocacy and related indicator(s) integrated in the results monitoring framework.	Regional directors DGCA In collaboration with DAPM	2024		results monitoring frameworks
<p>Evaluation recommendation 9: Improve the M&E approach of the advocacy change strategy.</p> <p>9.1 Strengthen advocacy standard indicators guidelines shared with/used by [country offices] by including advocacy output indicators that cover all of 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).</p> <p>9.2 Select a series of sentinel indicators that track the most relevant assumptions included in the theories of change to keep track of changes in critical contextual and cause-effect conditions to effectively and timely identify them for adaptability. <i>(Partially agree – see comment)</i></p> <p>9.3 Ensure that “success stories” are also used by country offices to complement existing indicators, since these are perfectly aligned to “the seven steps” categorization and would provide a wealth of nuanced information to complement indicators for the final assessment of achievements.</p> <p>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 stakeholders and their level of influence to maximize engagement and synergetic actions while identifying leverage points for implementation purposes.</p> <p>Management response: Partially agree (see point 9.2).</p> <p>9.2 While this is the direction that UNICEF should be aiming for to strengthen advocacy M&E, UNICEF needs to first ensure that robust performance and situational monitoring are adequately in place and working well before taking it to the next level of having sentinel indicators.</p> <p>Specific actions to further expand UNICEF efforts are outlined below.</p>				
9.1.1 Strengthen advocacy standard indicators guidelines shared with/used by country offices – by including advocacy output indicators that cover all of the main steps/areas of change included in the revised theories of change.	DGCA In collaboration with DAPM	June 2024	Not started	Guidelines
9.1.2 Develop a revised set of global standard	DGCA	June 2024	Not started	Guidelines

<i>Action</i>	<i>Responsible section</i>	<i>Expected completion date</i>	<i>Actions taken and implementation stage: Not started Under way Completed Cancelled</i>	<i>Supporting documents Note: All internal documents</i>
indicators based on careful study of good/practical indicators currently being used by country offices and/or National Committees in different contexts.	In collaboration with DAPM			
9.1.3 Child Rights Advocacy Unit and Planning, Reporting, Information, M&E (PRIME) team will work together to adapt the advocacy standard indicators guidelines to the needs and context of the National Committees, building as many synergies as possible.	PFP	June 2024	Not started	Guidelines
9.1.4 Explore the possibility for indicators to reflect the specificities of quickly evolving contexts, notably during humanitarian crises when theories of change need to be revised on a more regular basis.	EMOPS – Humanitarian Evidence and Learning Section	June 2024	Not started	
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 practices from regional and country offices and National Committees, including in humanitarian settings.	DGCA PFP PPD In collaboration with DAPM	December 2024	Not started	
9.4.1 Advocacy effectiveness review incorporating high-level advocacy impact study that will determine the effectiveness of current advocacy processes and indicators, and how to improve the effectiveness of the change strategy in different contexts.	DGCA PFP EMOPS In collaboration with DAPM	June 2025	Not started	
9.4.2 Ensure advocacy capacity-building long-term agreements include capacity to undertake effective social network analysis to support development of regional and country offices' advocacy frameworks/strategies.	DGCA	June 2024	Under way	Long-term agreements signed

V. Draft decision

The Executive Board

1. *Takes note* of the annual report for 2023 on the evaluation function in UNICEF ([E/ICEF/2024/20](#)) and its management response ([E/ICEF/2024/21](#));
 2. *Also takes note* of the evaluation of UNICEF approaches to advocacy, its summary ([E/ICEF/2024/22](#)) and its management response ([E/ICEF/2024/23](#));
 3. *Further takes note* of the evaluation of UNICEF investments towards institutional strengthening for social and behaviour change, its summary ([E/ICEF/2024/24](#)) and its management response ([E/ICEF/2024/25](#)).
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