

Evaluability Assessment and Formative Evaluation of UNICEF's Positioning to Achieve the goals of the Strategic Plan 2022-2025

Readiness Criteria Definitions

APPROACH

Refers to the design and means used to execute the change strategy/ enabler/ cross-cutting programme - to plan, implement monitor and learn from it.

Key constitutive elements of 'approach':

1. relevant and clearly defined objectives and scope based on needs
2. clear conceptual framework, theory of change, building on good practice
3. realistic plan with logical sequencing, clear and user-friendly processes and a monitoring and learning component
4. clear connections and/or coherence between the approach and other work aimed to achieve similar outcomes
5. provides feedback loops from other processes to facilitate necessary adjustments and/or adaptations
6. clear guidance and/or directions on how the approach is to be applied, or not applied at different levels of the organization
7. long-term approach and sustained implementation/integration

PARTNERSHIPS

Refers to voluntary and collaborative relationships between various parties that work together to achieve a common purpose, having agreed to share responsibilities, resources, risks, and benefits.

Key constitutive elements of 'partnerships':

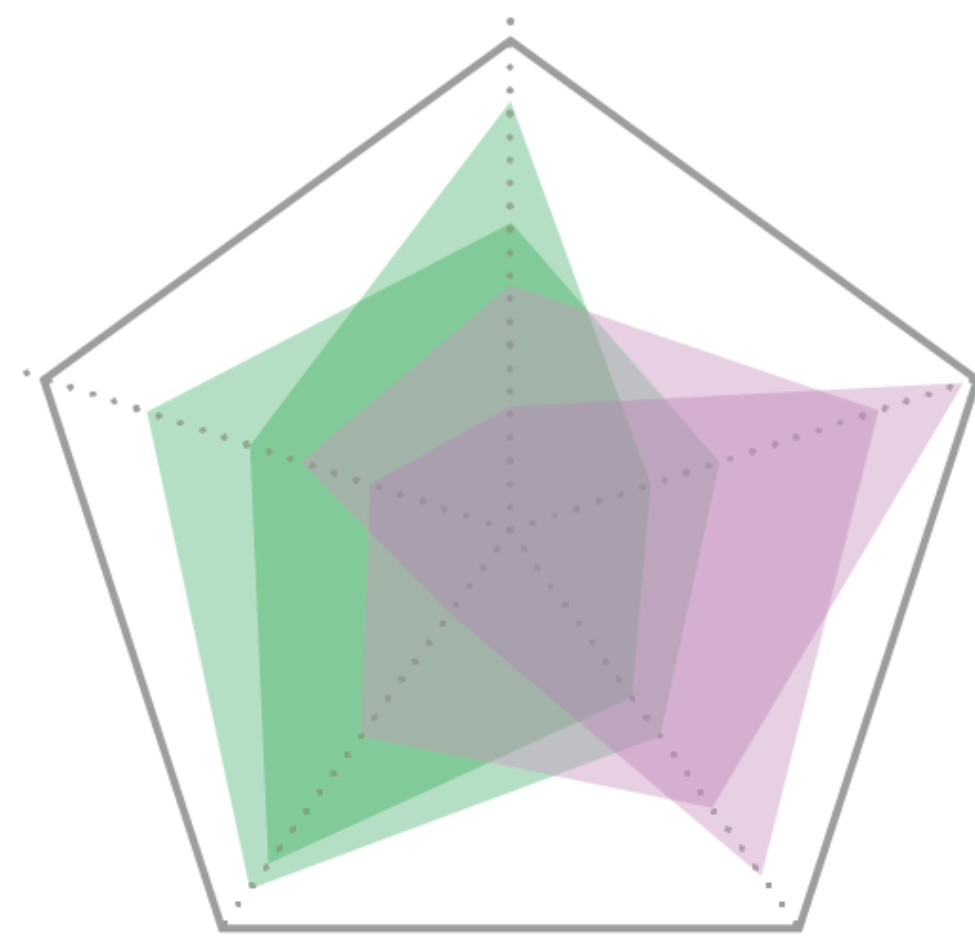
1. strategic selection of partners, by type and location: global, national, sub-national, private and public
2. clear forethought on how different types of partnerships contribute to results (programme implementation, knowledge and innovation, policy and advocacy, resource mobilizing)
3. provides mutual benefits, with all parties achieving their primary objectives, albeit in a shared manner
4. clear delineation of mandates, roles, and responsibilities (particularly in the key partnership of UN as ONE)
5. clear consideration of synergies that create multiplier effects.
6. provides opportunities for shared knowledge generation and utilization

POSITIONING

Refers to the optimal place the organizational element is/can be to achieve its goals internally, and relative to other organizations that aim to achieve the same/similar outcomes.

Key constitutive elements of 'positioning':

1. clear structure and division of roles and responsibilities
2. appropriate governance and oversight functions
3. agile business model, allowing UNICEF staff to respond to opportunities and threats
4. coherence with operating model and wider frameworks within the UN and beyond
5. connected to robust support functions
6. results in action (e.g., course correction/adjustments to plans/resources/content).
7. gives due consideration to comparative advantage of partners



TECHNICAL CAPACITY

Refers to the skills, experience and knowledge of the staff and the organization that allows for key organizational elements to be effective.

Key constitutive elements of 'technical capacity':

1. adequate staff capacities that are commensurate with planned activities
2. designated staff whose expertise is accessible to all levels of the organization
3. availability of tools, policies, guidance and systems to enable efficient delivery
4. availability of training, professional development and capacity building opportunities
5. visible lines of support from senior managers to staff that are responsible for implementation
6. opportunities for empowerment of staff, through peer learning and review

RESOURCES

Refers to the financial, human, and/or knowledge capital underpinning key organizational elements for timely and optimal delivery against the desired objectives.

Key constitutive elements of 'resources':

1. Commensurate with the approach, technical requirements, and partner needs and scale of UNICEF ambitions
2. realistic, in terms of marrying budgets to actual costs
3. disbursed in a timely and transparent manner, and allows for easy reprogramming
4. easy to access and available for use by staff at all levels
5. decentralized oversight and decision-making for distribution, allocation and maximization resources

