## **EVALUATING SYSTEMS CHANGE**

Insights and Challenges from UNICEF Evaluations in the Area of Child Protection



unicef

unite for children

## (GENDER) TRANSFORMATIVE CHANGE IN CHILD PROTECTION PROGRAMMING

### **Gender transformative**

- Prevention of violence
- Social norms work

### **Gender sensitive**

- Response
- Systems change work
- Humanitarian settings

Usefulness of "protection" label?

## UNICEF'S CHILD PROTECTION PROGRAMME-IMPACT PATHWAY, 2017

VISION

A world free of violence against girls and boys, including adolescents.

\*\*\*\*DRAFT - NOT FOR CITATION\*\*\*\*\*

IMPACT/ GOAL:

All girls and boys, including adolescents and those living in situations of vulnerability, grow up with greater freedom from all forms of violence; and those who do experience violence benefit from greater access to care, support, justice and other services needed to ensure physical, mental and social wellbeing.

Crosscutting outcomes:

- Policies and programmes across all results areas integrate attention to implications of armed conflict, forced displacement and other humanitarian/emergency situations.
- Policy makers, professionals, leaders, community members, caregivers, girls, boys and adolescents have greater awareness of violence against children as a human rights and public health problem and greater agreement with social norms that support freedom from violence, harmful practices, gender inequality and discrimination, particular against vulnerable groups.

ALL OUTCOMES: contribute to impact/aoal but also influence one another across the results chain. In other words, the chain of results flows horizontally and vertically.

#### National, multisectoral action

#### Countries have Countries have strengthened strengthened legal and policy national frameworks (as commitment to written and fund and implemented) to implement protect girls, comprehensive. boys and evidence-based, adolescents from multi-sectoral. violence and coordinated plans discrimination, in policies and actions accord with (including MRM international plans) to prevent norms (e.g. CRC and respond to and CEDAW). violence against girls, boys, and

#### Legal/policy frameworks

institutions and of laws that boys and adolescents

#### Systems and institutions: prevention, reporting mechanisms and response services across all sectors (including but not limited to sectors listed below)

Whole systems and institutions have improved the quality, coverage, access to and multisectoral coordination of prevention, reporting mechanisms and response services.

#### Justice sector Social welfare systems and systems. including child have improved protection, have access to childstrengthened friendly justice access to high quality enforcement prevention and responses to protect girls, violence against girls, boys and adolescents, from violence especially the and most

discrimination.

vulnerable.

#### **Health systems** and institutions have strengthened violence related public health research. prevention, detection and reporting; and access to high quality care for violence against

#### **Education systems** and institutions provide greater access to safe, inclusive, genderequitable education, lifeskills and livelihood programmes. responsive to all forms of violence against girls, boys and adolescents.

#### Humanitarian/ emergency actions have improved access to and quality of prevention and responses to violence against children and gender-based violence against women and children.

#### Communities are more engaged in: · protecting the right of all girls and boys to grow up free of violence and discrimination, regardless of age, sex, disability or any other social or economic disadvantage; · creating safer

Society/

Communities

## environments for girls, boys and adolescents.

#### Vulnerable Communities and communityhouseholds have greater organizations access to have greater social and awareness of economic children's rights, support including the programmes right to grow up that integrate free of violence attention to gender discrimination, equity, family regardless of age, violence sex, disability or prevention any other social and safe or economic transitions to disadvantage adulthood.

#### fathers and caregivers have built more nurturing parent/ child relationships and have improved positive parenting, and gender

Mothers.

Families and caregivers

Households/

families have

greater social

stability and

more gender

attitudes and

practices, and

women in the

lower levels

of violence

security,

equitable

and economic

#### Girls, boys and adolescents are more empowered to exercise rights and agency to live free of violence and seek help when violence occurs: build healthy, genderequitable, nonviolent relationships; and postpone marriage and childbearing till adulthood.

Girls, boys, and

adolescents have

greater access to:

· education, life-

skills, livelihood

and violence

programmes;

prevention

Children and

adolescents

#### Countries have strengthened the:

adolescents.

- · capacity of multistakeholder, multisectoral planning /coordination mechanisms:
- evidence base about violence against children (research, mapping, surveillance, and monitoring)
- · awareness of and planning.

#### Countries have:

- identified reforms needed to strengthen laws and policies in accord with international norms (e.g. CRC
- and CEDAW); increased public and policy-maker support for legal

reform;

 strengthened Justice sector capacity to enforce laws.

#### adolescents. Each sector has strengthened capacity of whole systems and institutions to address violence against girls, boys and adolescents in accord with a 'systems approach', including:

girls, boys and

- Normative frameworks for addressing violence and child protection issues, e.g. policies, regulations, guidelines, protocols, minimum standards, codes of conduct and plans of action (developed with child participation, adopted, costed, funded and implemented).
- Evidence and data collection systems related to violence and child protection, including research, mapping, surveillance, administrative data systems, monitoring and evaluation.
- System and institution-wide resources (infrastructure, supplies, policy implementation, workforce and programming).
- Workforce preparedness of duty bearers, professionals and paraprofessionals, e.g. number, qualifications, training, knowledge, skills, attitudes, awareness, etc.
- Referral networks, multi-sectoral collaboration and community outreach.
- Integration of attention to violence against children across all policies and programming.
- Investment in:
- o Case detection, responses, referrals, monitoring, care and support.
- o Evidence-based initiatives to prevent and respond to violence against children and adolescents in accord with international best practices (including INSPIRE strategies).

#### Mothers, fathers and caregivers have greater

equitable

attitudes,

skills and

practices.

- access to higher quality parenting support services: awareness of positive parenting and
- · age appropriate information abou sexuality and healthy relationships: development.
  - knowledge about rights and where to seek help for violence.

NOTES: Violence against children includes all forms of physical, sexual and emotional abuse, including violent discipline and sexual abuse and exploitation of girls and boys, including adolescents, in all settings (e.g. home, schools, community, online). Situations of vulnerability include girls and boys with disabilities, in institutional care, deprived of liberty, in extreme poverty, unaccompanied/separated from family, affected by HIV or any other social or economic disadvantage.

# THREE ENTRY POINTS FOR ASSESSING TRANSFORMATIVE CHANGE (Latham, 2014)

#### Seeing systems change:

How can initiatives build systems that work better for individuals?

Limited What keeps systems from working well that restrict ability of Ineffective Structural which lead to Individual for individuals? **Barriers** actors to improve **Pathways** Outcomes Adverse Incentives Insufficient Capacity Undesirable Constraints Missing Connections Limited Opportunities How do systems change initiatives contribute to systems change results? Effective **Improved** Conducive **Effective** that enable actors Improved contributing to which lead to Individual Systems Change supports **Pathways** Structures Collaboration to build Outcomes Initiatives Altered Incentives Increased Capacity Strong Member Engagement Relaxed Constraints Improved Connections Hierarchically Unified Structure & Formalized Process New Opportunities · Effective Accountability Framework

# ASSESSING COLLABORATIVE FUNCTIONING: WHAT WORKED?

## **LEARNINGS**

- Explicit focus of evaluations: UNICEF's leadership, leveraging and convening roles
- Build on existing stakeholder analyses and systems mapping/assessment exercises
- "Connectedness"

## **CHALLENGES**

- Intangibility of "system"
- Boundaries of system, overlapp
- Perspective? Reliance on UNICEF self-reporting in data collection
- In KIIs with partners: focus on coordination mechanisms etc. blurs focus on results

## **ASSESSING STRUCTURES: WHAT WORKED?**

### **LEARNINGS**

- Assessing legal and policy frameworks
- Process tracing (e.g. pathway to passing Mexican General Law on Girls', Boys' and Adolescents' Rights)

## **CHALLENGES**

- Assessing implementation/service provision
- Focus on UNICEF contribution – national structures seen as given
- Focus on national (rather than decentralized) levels
- Identify leverage points

# ASSESSING PATHWAYS/LIVED EXPERIENCE: WHAT WORKED?

### **LEARNINGS**

- Case study approach
- Affected populations as informants (but: weaker on involving boys, younger children)
- Key role played by national consultants
- Focus groups: gaining better, more authentic data

## **CHALLENGES**

- More upstream work
- Limited gendertransformative aspirations (local level: response; slow trickle-down from prevention work, intangible)
- Use of impact criterion
- Affected populations as partners/true participants – empowerment

**UNICEF** 

EVALUATING SYSTEMATICS (e.g. anonymity, selection of children)

## SUMMARY OF KEY MESSAGES

- UNICEF's systems strengthening work in the area of child protection fits the definition of "transformative change" but probably not that of "gendertransformative change"
- While evaluations were solid in assessing collaborative functioning and structural elements of transformative change, more needs to be done to gauge how (whether) the programme-impact pathway is experienced by girls and boys themselves

## Thank you!



Contact: Tina Tordjman-Nebe, Ph.D. ttordjmannebe@unicef.org