

**UNICEF, Programme Policy and Procedures Manual: Programme Operations
UNICEF, NewYork, Revised May 2005.**

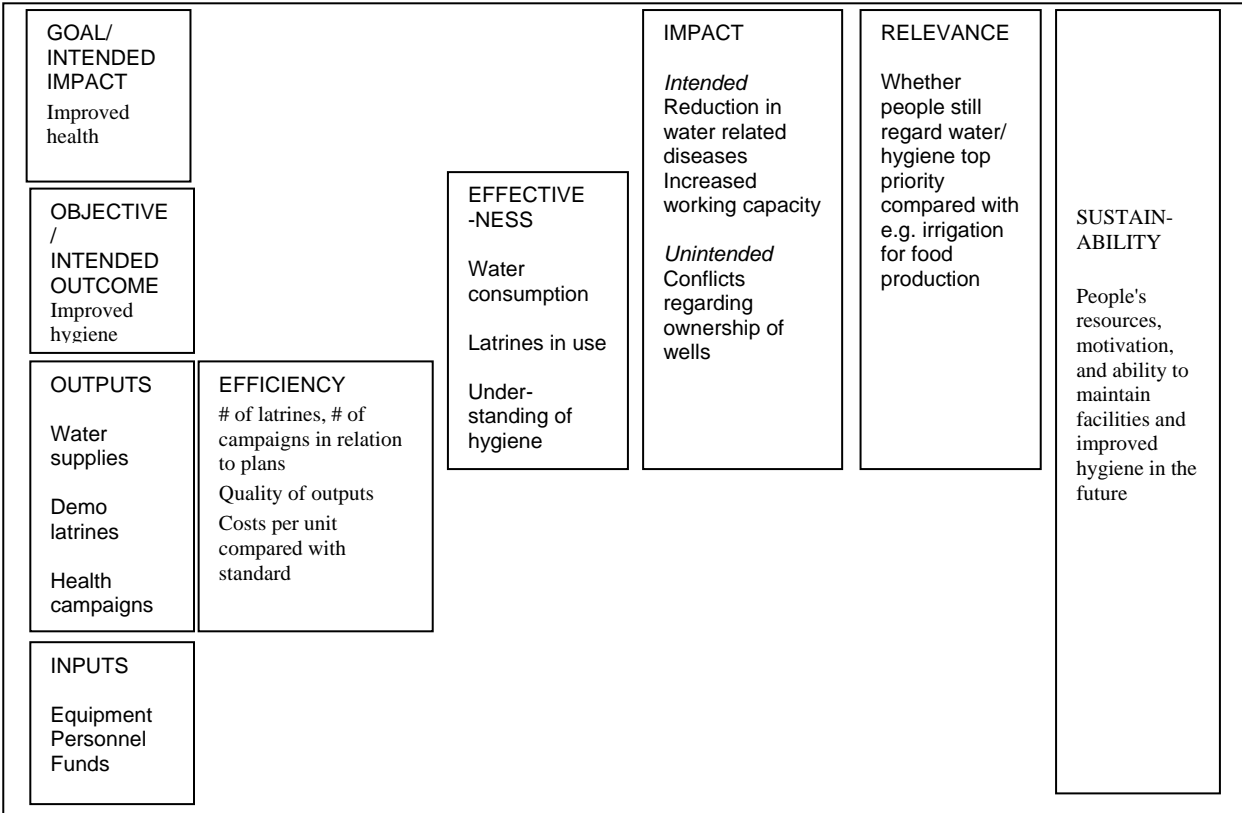
Excerpt from Chapter 5, Section 1

Evaluation criteria

15. A set of widely shared evaluation criteria should guide the appraisal of any intervention or policy (see Figure 5.2). These are standard [OECD-DAC evaluation criteria](#) and have been adopted by UNICEF since 1990:

- Relevance – What is the value of the intervention in relation to other primary stakeholders' needs, national priorities, national and international partners' policies (including the Millennium Development Goals, National Development Plans, UNDAF, PRS and SWAps), and global references such as human rights, humanitarian law and humanitarian principles, the CRC and CEDAW? For UNICEF, what is the relevance in relation to the MTSP, the CCCs, and key strategies -- Human Rights-based Approach to Programming and Results-based Management? These global standards serve as a reference in evaluating both the processes through which results are achieved and the results themselves, be they intended or unintended.
- Efficiency – Does the programme use the resources in the most economical manner to achieve its objectives?
- Effectiveness – Is the activity achieving satisfactory results in relation to stated objectives?
- Impact – What are the results of the intervention - intended and unintended, positive and negative - including the social, economic, environmental effects on individuals, communities and institutions?
- Sustainability – Are the activities and their impact likely to continue when external support is withdrawn, and will it be more widely replicated or adapted?

Figure 5.2 Evaluation Criteria in relation to programme logic



16. The evaluation of humanitarian action must be guided by additional criteria as outlined in [OECD-DAC guidance](#):

- Coverage - Which groups have been reached by a programme and what is the different impact on those groups?
- Coordination - What are the effects of co-ordination / lack of co-ordination on humanitarian action?
- Coherence - Is there coherence across policies guiding the different actors in security, developmental, trade, military and humanitarian spheres? Are humanitarian considerations taken explicitly into account by these policies?
- Protection - Is the response adequate in terms of protection of different groups?