

# Annual report on the evaluation function and major evaluations in UNICEF

**United Nation Children's Fund Executive Board  
Second Regular Session 2011**

# Introduction

- System wide evaluation coherence
- The UNICEF corporate evaluation agenda
- Strengthening evaluation within UNICEF
- Key performance indicators
- National evaluation capacity development
- The UNICEF Evaluation Office workplan 2012-2013
- Evaluation in basic education and gender equality
- Discussion points

# System wide evaluation coherence

Working with the United Nations Evaluation Group (UNEG) to harmonize and prepare guidance on:

- Gender equality and human rights
- Impact evaluation
- UNDAF evaluations
- National capacity development in evaluation
- Norms and standards

# The corporate evaluation agenda

- The integrated monitoring and evaluation framework (IMEF) of the MTSP:
  - 15 corporate-level studies:
    - 7 completed; 5 under way; 3 being mobilized.
- Joint studies: 4 conducted with other agencies:
  - ‘Delivering as One’ pilot study
  - Evaluations of humanitarian response:
    - Common Humanitarian Funds
    - Haiti: Inter-agency Real Time Evaluation
    - Global education cluster leadership review

# Strengthening evaluation within UNICEF

- 95% of UNICEF evaluations ‘decentralized’
- Sustained focus on:
  - Enhancing the strategic planning of evaluations
  - Improving the quality of evaluations:
    - The Global Evaluation Reports Oversight system (GEROS)
  - Strengthening internal evaluation capacity
  - Providing enhanced access to evaluation reports
  - Increasing the utilization of evaluation results

# Key performance indicators 1: types of evaluation

Wide range of types of evaluation conducted in 2009\*:

- Relevance
  - 88% were programme evaluations
- Scope
  - 85% evaluated single MTSP focus area
- Independence and management
  - Only 5% were self-evaluations (of these, most were of poor quality)

*\*GEROS review, 2010*

# Key performance indicators 2: quality

- Quality of UNICEF evaluations (2009)\*
  - Good quality evaluations increased to 36%
  - Average/adequate quality remained at 49%
  - Poor quality evaluations dropped to 15%
- Conclusions:
  - Focus and methodology generally sound
  - Shortcomings in implementation and uptake of lessons and recommendations

*\*GEROS review, 2010*

# Key performance indicators 3: management response

- Management Response
  - Compliance in 2010 increased to 47% overall (but variable across regions)
- VISION dashboard will display quality of reports (previous year) and current compliance rates for:
  - Submission of reports
  - Submission of reports with MR
  - Implementation of MR commitments

# National evaluation capacity development

Supporting NECD through

- Preparation of guidance:
  - UNEG endorsed paper on UN roles in NECD
- Global learning
  - Web platform and web seminars
  - South-South learning
- Strengthening country-led M&E systems

# EO workplan 2012-2013

- EO will contribute to UNICEF's goals through:
  - Global leadership in evaluation
  - Corporate evaluations (forward agenda to be updated)
  - Systemic strengthening of evaluation at all levels
- Staffing and resources to be held broadly constant through 2012-2013
  - Staffing: 7 professionals
  - Overall spending: c. USD 14 million

# Evaluating basic education and gender equality (BEGE)

- Overview of nearly 200 recent UNICEF BEGE evaluations (2006-2010)
- Conclusions:
  - ✓ A robust evaluation agenda in BEGE
  - ✓ UNICEF is learning lessons through evaluation and integrating the results into programmes
  - ✓ Good outcomes from child-friendly schools approach, and in responding to emergencies
  - ! But the evaluation agenda does not yet cover UNICEF work in national sector planning, sector wide approaches, systems strengthening, and leveraging major global partnerships

# Discussion points

- Strengthening the evaluation function has focused on relevance, quality, capacity building and utilization. This is the correct focus, but more work is needed on communication, uptake of evaluation results and linkage with the research and knowledge agendas.
- Key performance indicators for the evaluation function are helpful and should be further refined. Full use should be made of evaluation performance monitoring through VISION.

# Discussion points (continued)

- The new corporate evaluation agenda will shadow the new MTSP, and include a strong focus on equity and institutional performance.
- This year's Annual Report on the Evaluation Function presented a sectoral review. Sectoral or thematic reviews should be included in future Annual Reports.

# Thank you

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