Executive Summary

This report presents progress in meeting the Evaluation Office strategies and targets for 2016, which are aligned with the Office Management Plan 2014-2017. The key results areas are as follows:

- **Outcome 100: Global Evidence and Global Evaluation Governance**, with outputs including Independent Global-level evaluations (Output 101) and National Evaluation Capacity Development (Output 102); and

- **Outcome 200: Global Evaluation Management** including Evaluation Leadership (Output 203) and Systemic Strengthening of UNICEF’s Evaluation Function (Output 204)

The report notes the wide range of activities undertaken and records key achievements including delivery of four major evaluations and two evaluation synthesis studies, as well as contributions to joint evaluation activities; leadership in evaluation networks within the United Nations and beyond, generating a range of outputs contributing to the professionalization of evaluation globally; and, within UNICEF, a range of activities contributing to the further strengthening of the function, including the planning and coordination of a comprehensive self-assessment of the evaluation function, improvements in the Global Evaluation Reporting Oversight System (GEROS) and a successful programme of evaluation capacity strengthening for country offices undertaking evaluations of humanitarian action.

A number of lessons have been learned. Analysis of progress indicates that, although much has been achieved, the office has continued to be overambitious in setting its objectives, with a number of evaluations delivered late or postponed to later years, and other planned activities likewise deferred. Greater realism and better prioritization is needed in setting targets, taking account of risks and challenges in working with teams of external consultants. While mobilization of resources has lagged behind needs and contributed to shortfalls in output, increased pace and discipline is also required to achieve the results expected.

---

1 The outputs under Outcome 200 were originally listed as Output 201 and Outputs 202. These were renumbered as Output 203 and Output 204 respectively to align with changes in the UNICEF budget framework.
Introduction

1. The work of the UNICEF Evaluation Office (EO) is guided by the Office Management Plan (OMP) 2014-2017, translated into an annual work plan (AWP) for each calendar year, with outputs and outcomes consistent with the OMP. The EO OMP has two outcome areas, namely Global Evidence and Global Evaluation Governance (Outcome 100) and Global Evaluation Management (Outcome 200). The purpose of the present document is to provide a short annual report for 2016, recording progress against each output within the two outcome areas as well as offering brief analysis, lessons learned and conclusions. Annexes provide further details.

2. In 2016, the Evaluation Office had 10 established posts of which seven were for international professionals and three for general service staff. A further 10 staff were in temporary assignments or consultancy positions. The total expenditure by the Evaluation Office was USD 6,476,733 of which nearly USD 2 million was from other resources or other resources (emergency). Funding for a range of activities was provided by Canada, Germany, the Netherlands, Switzerland, the United Kingdom and the Lego Foundation.

Evaluation Office Strategies and Targets: Results and analysis

Outcome 100: Global Evidence and Global Evaluation Governance

Output 101: Independent Global-level evaluations

The increased availability of credible, reliable and useful global evaluation evidence enables stakeholders to make well-informed decisions on the strategies required and the changes needed to reach the goals to which the organization is committed.

3. This output area is the core of the EO work-plan both in terms of staff time as well as budget allocations. It includes activities listed under the Plan for Global Thematic Evaluations 2014-2017.²

4. Four major evaluations and two evaluation synthesis studies were completed. Work on fourteen others is progressing, including support to several joint evaluations. Work on four evaluations, however, was postponed. Details are presented in Annexes 1 and 2. Further details on the results of completed evaluations managed by the Evaluation Office are presented in Annex 3. The Evaluation Office also undertook inter-agency and joint evaluations managed through joint evaluation management groups, as described below.

5. In 2016, the Evaluation Office completed and published the following evaluations and related studies:

- Global thematic evaluations³:
  - Evaluation of UNICEF’s PMTCT/Paediatric HIV Care and Treatment Programme;
  - Communication for Development: An Evaluation of UNICEF’s Capacity and Action;

³ Global thematic evaluations are wide-ranging exercises intended to take a comprehensive view of the work of UNICEF in a particular subject area or theme and to provide, in each case, findings, conclusions and recommendations of strategic relevance to the organization.
• Evaluations of UNICEF’s humanitarian action:
  o Evaluation of the UNICEF Response to the Crisis in the Central African Republic

• Evaluation synthesis studies, based on meta-analysis of existing evaluations:
  o Synthesis of evaluation findings on equity, sustainability and scalability in WASH programming

• Country reports on developmental evaluation\(^4\) activities of UNICEF’s Peacebuilding, Education and Advocacy Programme in Ethiopia and Myanmar.

• Evaluation scoping report on UNICEF’s work on Strengthening National Health Systems

6. Senior management has prepared management responses to the recommendations presented by these evaluations. Management responses for recently completed evaluations are under preparation.

7. The Evaluation Office also participated in the management of several joint evaluations:

• Two independent system-wide evaluations were completed under the aegis of the Independent System Wide Evaluation initiative (further details appear under Output 203 below):
  o A Meta-Evaluation and Synthesis of UNDAF evaluations

• Two evaluation products commissioned by the Inter-agency Humanitarian Evaluation Steering Group were completed (further details appear under Output 203 below):
  o The Syria Coordinated Accountability and Lessons Learning Evaluation Synthesis and Gap Analysis; and
  o The Inter-Agency Humanitarian Evaluation of the Central African Republic.


8. The Evaluation Office initiated work on a number of global thematic evaluations of UNICEF’s work on the following topics:

• Rural/small town water supply programming
• Girls’ Education
• Health Systems Strengthening
• The UNICEF Gender Action Plan
• Reducing Stunting in Children Under Five Years of Age

\(^4\) Developmental evaluation is an approach to understanding the activities of an intervention operating in a dynamic, novel or complex environment.
• The UNICEF Early Childhood Development Kit
• Humanitarian Response in Complex/High Threat Contexts.

9. Several activities have been delayed or postponed:
• Evaluation of the UNICEF Out of School Initiative
• Synthesis of evaluation findings on UNICEF support in the HIV and AIDS sector
• Synthesis of UNICEF’s evaluative work related to the Syrian crisis
• Evaluability study: Global Programme to accelerate action to end child marriage,

10. Scoping for several evaluations\(^5\) scheduled for delivery in 2017 had not commenced by the end of 2016. Given the volume of activities already under way and staffing changes expected in 2017, this will impose significant delivery challenges.

11. In addition, the Evaluation Office contributed to the following evaluations, reports and reviews:
• The mid-term review of UNICEF’s strategic plan, 2014-2017;
• Corporate review of draft Strategy Notes from several country offices;
• Gender-based Violence in Emergencies, Programme Evaluation managed by the child protection section in Programme Division (advice and technical quality assurance provided by the EO);
• The Multilateral Organisation Performance Assessment Network (MOPAN) review;
• UN System Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women Evaluation performance indicator;
• Work on indirect beneficiary measurement and spontaneous diffusion led by the WASH section and FRG.
• A rigorous review of anti-discrimination interventions, coordinated and published by the Overseas Development Institute as: Anti-discrimination policies and programmes in low- and middle-income countries: Experiences in political participation, education and labour markets.

Analysis and Lessons
12. With respect to this output area, the AWP set out ambitious targets. The evaluation portfolio covers a wide range of key programming areas. As indicated above, much has been achieved. Completed evaluations

\(^5\) Technology in Development; Research Evidence; Policy Development in Social Protection.
have generally been of high quality and appreciated by senior management and members of the Executive Board.

13. However, there have been delays in completing several evaluations and the scoping of several evaluations has been delayed. The delays were caused by activities overrunning from the previous year; poor performance on the part of external evaluators; gaps in staffing; weak prioritization of activities; and poor time management. Many activities were added to those set out in the Plan for Global Thematic Evaluations, which demonstrated the responsiveness of the Evaluation Office to UNICEF’s needs, especially the organization’s escalating level of effort and expenditure in responding to humanitarian emergencies. However, given available resources, the additional workload and schedules have proved to be unrealistic.

14. Key lessons include:

- Evaluation synthesis reviews on key topics are appreciated and seen to be useful by UNICEF staff and management as well as members of the Executive Board. Preparation of such reviews and other ways of presenting key findings should continue.

- EO needs to be more disciplined in prioritizing and managing its work in order to deliver against its core accountabilities. This requires more focused planning and disciplined implementation as well as improved mobilization and management of human and financial resources.

- EO should review its approach to planning and managing evaluations and consider (a) enhancing adherence to priorities while remaining flexible and responsive to UNICEF’s needs; (b) the balance between work in this output area versus other EO output areas; and (c) roles and responsibilities, both internal and external, in conducting evaluations.

Output 102 - National Evaluation Capacity Development

Measurably grow Southern partner national evaluation capacity through global inter-agency support to NECD strategies reaching public, private, and Civil Society Organisation (CSO)/voluntary institutions.

15. The Evaluation Office contributes to National Evaluation Capacity Development (NECD) in line with UNICEF’s Evaluation Policy, the UN General Assembly Resolution on National Evaluation Capacity Building (A/RES/69/237) and the UN General Assembly Resolution on Transforming Our World: The 2030 Agenda for Sustainable Development (A/RES/70/1).

16. The Evaluation Office supports UNICEF regional and country offices engaged in relevant activities intended to promote NECD. UNICEF has a long and well-regarded history this kind of engagement but it has largely been on an ad hoc basis and results have not been systematically assessed or measured. At the end of 2016, the Evaluation Office commissioned a review intended to map and measure UNICEF’s NECD-related activities with a view to devising a corporate strategy in this area in 2017.

17. The Evaluation Office also engages in inter-agency cooperation and external partnerships intended to support NECD. In 2016, the Director continued to serve as the UN Evaluation Group (UNEG) Vice-Chair.
(Partnerships) thereby providing strategic direction for UN’s involvement in NECD activities. In this capacity he also acted as the co-Chair of EvalPartners, which is a global network bringing together UN agencies and national, regional and global civil society organizations (CSOs) and CSO networks, as well as a number of bilateral development agencies. The Evaluation Office published EvalPartners’ Global Evaluation Agenda 2016 – 2020: a call for action, based on wide-ranging consultations, which puts evaluation capacity development at the heart of a medium term vision for evaluation.

18. UNICEF is also the co-lead of the global evaluation network EVALSDGs which aims to promote evaluation activities around the Sustainable Development Goals (SDGs), including review and follow-up processes. A notable achievement in 2016 has been the publication through partnership with the International Institute for Environment and Development (IIED) of a series of Briefing Papers which were IIED’s most heavily downloaded publications in 2016. UNICEF has also supported activities of the Global Parliamentarians’ Forum, a network of parliamentarians committed to greater advocacy and use of evaluation in national institutions; and also EvalYouth, a new network committed to providing professional support to young evaluators.

Analysis and Lessons

19. In the context of Agenda 2030 and the emphasis on nationally led development processes, NECD is of increased importance. UNICEF is well placed to support efforts at the country level through its regional and country offices and is widely seen to be a strong, experienced and capable partner in this area. However, a more coherent approach and continued technical support from the Evaluation Office will be needed. EvalPartners has also demonstrated growing aptitude for strengthening evaluation capacity at all levels. Based on past experience, UNICEF, working through partners, is poised to make a significant contribution. However, this will call for careful assessment of where and how it can be most effective.

20. The key lessons are, first, that UNICEF is very well placed to support such networks and partnerships to catalyse advocacy and capacity building, and, second, that such networks can greatly extend UNICEF’s profile, reach and influence.

---

6 http://uneval.org/about
7 http://www.evalpartners.org/about/about-us
8 http://www.evalpartners.org/global-evaluation-agenda
9 http://www.evalpartners.org/evalsdgs/about
10 http://www.iied.org/effective-evaluation-for-sustainable-development-goals
Outcome 200: Global Evaluation Management

21. The results expected under this outcome area concern setting and implementing the policy framework and systems for the evaluation function within UNICEF and with global partners through provision of leadership and oversight at global, regional and country levels. The Evaluation Office promotes collaboration on evaluation across the organization to enhance the effectiveness of the evaluation function. The overall aim is to continue to strengthen evaluation capacities to promote the generation and use of robust evaluation evidence to support and improve learning and accountability and contribute to achievement of national and corporate strategic goals.

Output 203: Evaluation Leadership

The Evaluation Office exercises leadership in evaluation by mobilizing common or harmonized efforts within UNICEF and the global development community to measurably increase the use of high quality evaluation results to support organization learning, accountability and performance improvement.

22. This output area focuses on effective interface with the UNICEF Executive Board, engagement with the internal Global Evaluation Committee and other governance bodies, work on evaluation policy and strategic planning of corporate evaluations, and management of interagency relations.

Executive Board

23. Evaluation documents were presented at all three sessions of the UNICEF Executive Board in 2016, with more extended presentations made at informal briefings ahead of each session. Each evaluation report was accompanied by a management response. The documents presented were:

- Equity, scalability and sustainability in UNICEF WASH programming: Evidence from UNICEF evaluations 2007-2015. This is an evaluation synthesis report.
- Independent Multi-Country Evaluation: Increasing access and equity in early childhood education in the CEE/CIS region. This evaluation was undertaken by the CEECIS Regional Office.

24. The reports were well received by the Board and generated some discussion issues raised. Responding to the Annual Report on the Evaluation Function, Board members raised pertinent issues concerning the function and issued a Decision addressing the following issues: (a) the geographical and thematic coverage of evaluations; (b) progress towards achieving the evaluation policy target of allocating a minimum of 1 per cent of its overall programme expenditures to evaluation; (c) the timely delivery of management responses and their implementation; and (d) the development of national capacities for evaluation. An Action Plan on achieving the 1% policy target was prepared and presented to the Executive Board by management in the Second Regular Session 2016.

25. The Executive Board has also requested that an external peer review of the evaluation function should be undertaken. Following discussions with UNEG, this is now scheduled for 2017 and is expected to
provide a comprehensive examination of the approach and performance of the evaluation function in UNICEF.

**The Global Evaluation Committee (GEC)**

26. The Global Evaluation Committee met in June. Members approved some changes in the membership and mode of operation of the Committee, considered proposals to strengthen the function to address shortcomings in coverage and implementation of agreed actions in evaluation management responses and took note of arrangements for the external peer review.

**Interagency relations and governance**

27. Partnerships with other agencies and networks play an important role in harmonizing evaluation efforts and in building capacity by developing agreed global standards, methods and agendas. Key initiatives here include the following:

- **United Nations Evaluation Group (UNEG):** The Director of the Evaluation Office continued to serve as UNEG Vice-Chair (Partnerships), one of four UNEG Vice Chairs. In 2016, key outputs from UNEG were the publication of (a) a revised and updated version of the UNEG Norms and Standards for Evaluation;\(^1\) and (b) the UNEG Evaluation Competences Framework. EO staff were also active in UNEG Humanitarian Evaluation Interest Group and the task forces on evaluation use and professionalization. The Evaluation Office also supported UNEG’s advocacy for evaluation issues particularly through two side meetings focused on evaluation and the SDGs held during the 2016 meetings of, respectively, the Commission on the Status of Women and the High Level Political Forum (HLPF) on Agenda 2030. The side-meetings were addressed by high level speakers from the UN and from a wide range of countries.

- **Independent System-wide Evaluation (ISWE):** In 2016, the ISWE mechanism established under the 2012 Quadrennial Comprehensive Policy Review (Q CPR) completed its pilot phase by finalizing two independent system-wide evaluations:
  - A Meta-Evaluation and Synthesis of UNDAF evaluation. The evaluation findings call for improved coverage, quality and resourcing of UNDAF evaluations.

The Evaluation Office contributed some funding for each evaluation and also made significant technical contributions through participation in the respective evaluation management groups.

- **The Inter-agency Humanitarian Evaluation (IAHE) Steering Group:** The group continued to disseminate the findings from the inter-agency humanitarian evaluation (IAHE) on the interagency response in South Sudan completed in 2015 and, in 2016, completed two further products:
  - The Syria Coordinated Accountability and Lessons Learning Evaluation Synthesis and Gap Analysis. This analysis provides a synthesis of the main issues highlighted in 24 publicly available evaluations and evaluative studies concerning the international response to the Syria crisis between 2012 and 2015, with particular emphasis on areas of convergent findings.
  - The IAHE on the interagency response to the emergency in the Central African Republic. This evaluation concluded that the response made a large positive impact on the crisis.

\(^{1}\) [http://uneval.org/document/detail/1914](http://uneval.org/document/detail/1914)
although coverage remains a major challenge.

- **The Active Learning Network for Accountability and Performance (ALNAP):** The Evaluation Office continued to collaborate with the group, in particular through work on the Syria Coordinated Accountability and Lessons Learned Evaluation Synthesis and Gap Analysis.

- **UN Women Global Evaluation Advisory Committee:** this Committee provides senior management in UN Women with advice on the role and performance of the evaluation function in the organization. The Director of the UNICEF Evaluation Office, a member of this Committee, was invited to chair the December session of the Committee.

**Management enhancement initiatives**

28. The Evaluation Office designed and implemented a rapid exercise to provide a self-assessment of the evaluation function in UNICEF, mainly based on surveys of staff and senior management and participatory consultations. This has provided a wealth of data and insights. Notably, staff and management find the Evaluation Policy to be clear and useful, but the lack of a comprehensive Action Plan to implement the policy is widely seen to be a critical weakness. The results of the assessment will be shared with staff and management as well as the Evaluation Peer Review Panel visiting in 2017.

29. UNICEF depends heavily on external consultants to provide the required evaluation expertise, but has often experienced difficulties in attracting high quality services. To shed light on the global marketplace of vendors capable of delivering high-quality, global evaluations, and to expand its pool of potential suppliers, the EO commissioned a market survey, due for completion in February 2017. It is expected that this will equip EO with (a) knowledge to better tailor evaluation requests for proposals to suppliers’ interests and capacities; (b) information on the experiences and concerns of suppliers that have bid in the past; and (c) information on a range of potential vendors previously unaware of UNICEF and/or unconvinced that UNICEF would be interested in their services.

30. The Evaluation Office held a team retreat to improve team spirit and work performance. The action plan from the retreat included key actions to undertake a self-assessment of the UNICEF evaluation function in preparation for the peer review expected in 2017. The self-assessment was largely completed by the end of 2016, in time for the incoming peer review panel.

31. Some important management tasks were not fully implemented. Although an Action Plan on achieving the 1% policy target was prepared and presented to the Executive Board, preparation of a comprehensive Action Plan based on a theory of change for the evaluation function was postponed. Nor was a systematic effort made to mobilise resources for the function. Human resource planning also fell short of needs.

**Liaison with UNICEF evaluation staff**

32. The Evaluation Office interacts regularly with evaluation colleagues in the Regional Offices, and participates in regional network meetings from time to time. EO staff helped coordinate the annual global network meeting for data and analytics, research, monitoring and evaluation. In 2016, this was hosted by the Office of Research in Florence. Key conclusions from the meeting included the following:

- Modalities to align more closely the governance of data, research and evaluation;
- The need for a coherent ‘evidence framework’ as a companion document to the new Strategic Plan, articulating a more coherent vision for evidence in UNICEF;
- Increased communication and use of evidence as well as generation of evidence, requiring incentives for changes in behaviours;
- the need to review job descriptions of M&E officers to give more time as ‘evidence specialists’ to work on data, evaluation and research;
- The need for more strategic financial and human investment in the ‘evidence’ skills of staff and in supporting knowledge management infrastructure and systems.

33. The Evaluation Office also provides occasional support and quality assurance for activities at country level. In 2016 this included support to WASH and Early Childhood Development evaluations.

**Analysis and lessons**

34. Engagement with the Executive Board has, on the whole, been positive and interested Board members have appreciated the incremental progress in strengthening the function in recent years. However, members have also noted recurrent shortcomings including gaps in coverage, slow progress towards the expenditure target and reported weaknesses in implementation of management responses.

35. Given the wide range of activities undertaken by the Evaluation Office, capacity for planning, management and coordination has been overstretched, resulting in shortcomings on several fronts. This will need to be reconsidered in future.

**Output 204: Systemic Strengthening of UNICEF’s Evaluation Function**

*Key stakeholders at the decentralized and global levels better meet their evaluation accountabilities and fulfill the Evaluation Policy objective of robust and useful evaluation practice across all levels and units of the Organizations.*

36. Contributing towards strengthening UNICEF’s decentralized evaluation function is a key role of the EO through which it influences and supports the coverage, quality and use of evaluations. In 2016, external reviews were undertaken of performance and needs in two key systems which underpin UNICEF’s evaluation oversight, information management and knowledge sharing:

- **Global Evaluation Reports Oversight System (GEROS):** the review confirmed the value of the system but identified the need for adjustments. In response, the tool for assessing the quality of evaluation reports was simplified, a revised rating scale was introduced and elements of the tool are now appropriately weighted to yield more accurate assessments.

- **The Management Response System:** here, too, the review confirmed that the fundamentals were sound but updates and improvements are needed, including better guidance and a more user-friendly IT platform. Work to prepare the required guidance was delayed, but an action plan is under preparation.

37. Information and knowledge management are key activities. Refinements were made to the Planning for Research, Impact Monitoring and Evaluation system (PRIME), the Evaluation and Research Database (ERDB) and the Evaluation Management Response Tracking System (EMRTS) to make the systems more efficient and user-friendly. Recognizing the need for further work to update and integrate the systems, preparations have also been made for development of an integrated evaluation management information system which brings the PRIME, ERDB and the MR systems together into a single platform. Work on the Evidence Information System Initiative (EISI) was initiated at the end of 2016 and is expected to improve the transparency and efficiency of UNICEF’s research and evaluation functions.

38. In addition, knowledge sharing was also supported through various channels including:

- EvalNews, a newsletter for M&E staff at UNICEF and beyond: production continued, following redesign of the newsletter with a more thematic focus.
• The Evaluation Community of Practice: now on UNICEF Yammer, this internal platform was revived to include a webinar series and the promotion of more systematic resource and practice sharing.

39. Capacity development: The Evaluation Office continued a capacity development initiative, supported by the United Kingdom, which aims to strengthen the design, management and use of evaluations of humanitarian action (EHAs) by UNICEF country offices. Participants are UNICEF staff and their government counterparts who wish to conduct evaluations of humanitarian action. Their evaluations serve as practical case studies. The initiative supports them through a series of workshops delivered at key milestones in the evaluation cycle, combined with continuous one-on-one technical support for evaluation managers. In 2016, the initiative supported sixteen EHAs, three of which were completed by the end of the year.

40. Methodological development: Several methodological initiatives were undertaken:
  • A briefing note and tools on assessment of Value for Money (VFM) and its application in UNICEF WASH.
  • Preparatory work on the participation of children and young people in evaluation, with support from Switzerland.

A planned study on the use of evaluation evidence was postponed.

Analysis and lessons
41. Initiatives such as the work on information systems are important in view of the Executive Board’s wish to see improvements in evaluation coverage and in reporting of management responses and follow up. Improved systems offer considerable potential but will require good guidance, training and follow up mechanisms to ensure smooth transition, uptake and implementation. This will call for greater engagement by the relevant staff and offices at all levels.

42. Developing and adapting evaluation methods and tools can contribute in important ways to UNICEF’s work, especially in Programme Division and in regional and country offices. This work would benefit from a more systematic approach.

43. Finally, the self-assessment indicates that while the Evaluation Policy is felt to be clear and useful, the lack of a comprehensive Action Plan to implement the policy and strengthen systems is widely seen to be a critical weakness.
## Annex I. List of evaluations completed

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation of UNICEF’s humanitarian response to the Syria crisis</td>
</tr>
<tr>
<td>Evaluation of the UNICEF Response to the Crisis in the Central African Republic</td>
</tr>
<tr>
<td>Inter-Agency Humanitarian Evaluation (IAHE) of the Response to the Crisis in the Central African Republic (led by OCHA)</td>
</tr>
<tr>
<td>Evaluation of UNICEF’s PMTCT/Paediatric HIV Care and Treatment Programme</td>
</tr>
<tr>
<td>Developmental Evaluation of UNICEF’s Peacebuilding, Education and Advocacy Programme (Ethiopia and Myanmar)</td>
</tr>
</tbody>
</table>
Annex 2: Main results achieved in 2016 in relation to Annual Work Plan (AWP) targets and indicators

Performance with respect to key activities planned under Output 101, 2016

<table>
<thead>
<tr>
<th>Planned outputs</th>
<th>Status at end 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programmatic Portfolio</strong></td>
<td></td>
</tr>
<tr>
<td>• Evaluation of UNICEF’s Response to the Ebola Outbreak</td>
<td>completed</td>
</tr>
<tr>
<td>• in West Africa 2014-2015</td>
<td></td>
</tr>
<tr>
<td>• Evaluation of UNICEF’s PMTCT/Paediatric HIV Care and Treatment Programme</td>
<td>completed</td>
</tr>
<tr>
<td>• Communication for Development: An Evaluation of UNICEF’s Capacity and Action</td>
<td>completed</td>
</tr>
<tr>
<td>• Developmental Evaluation of UNICEF’s Peacebuilding, Education and Advocacy programme</td>
<td>completed</td>
</tr>
<tr>
<td>• Synthesis of evaluation findings on equity, sustainability and scalability in WASH programming</td>
<td>completed</td>
</tr>
<tr>
<td>• Global Water Supply Evaluation</td>
<td>ongoing</td>
</tr>
<tr>
<td>• Girls Education Evaluation</td>
<td>ongoing</td>
</tr>
<tr>
<td>• Reducing Stunting in Children Under Five Years of Age: A Comprehensive Evaluation of UNICEF’S Strategies and Programme Performance</td>
<td>ongoing</td>
</tr>
<tr>
<td>• Global Programme to accelerate action to end child marriage, evaluability exercise</td>
<td>delayed</td>
</tr>
<tr>
<td>• Strengthening National Health Systems and Capacity</td>
<td>delayed</td>
</tr>
<tr>
<td>• ECD Kit Evaluation</td>
<td>delayed</td>
</tr>
<tr>
<td>• Out of School Initiative Evaluation</td>
<td>delayed</td>
</tr>
<tr>
<td>• Synthesis of evaluation findings in the HIV and AIDS sector</td>
<td>delayed</td>
</tr>
<tr>
<td><strong>Humanitarian Portfolio</strong></td>
<td></td>
</tr>
<tr>
<td>• Evaluation of the UNICEF Response to the Crisis in the Central African Republic</td>
<td>completed</td>
</tr>
<tr>
<td>• Synthesis of UNICEF’s evvaluative work related to the Syrian crisis</td>
<td>delayed</td>
</tr>
<tr>
<td>• Evaluation of UNICEF’s Humanitarian Response to the Syria Crisis</td>
<td>completed</td>
</tr>
<tr>
<td><strong>Institutional Effectiveness Portfolio</strong></td>
<td></td>
</tr>
</tbody>
</table>
Annex 3: Key findings from global thematic evaluations completed in 2016

Communication for Development: An Evaluation of UNICEF’s Capacity and Action

The evaluation assessed UNICEF’s C4D capacity development, its implementation/integration in the Strategic Plan and RO/CO plans. The evaluation found that UNICEF’s efforts to build internal C4D capacity have been largely successful. However, the extent to which improved capacity has led to greater integration of C4D at all levels within UNICEF, and in turn improved the quality of C4D implementation, is mixed. Particularly at the country level, the level of C4D integration in CO planning, resources and monitoring was frequently insufficient to meet the needs of the country programme. Similarly, the evaluation found that the evaluability of C4D in country programme results frameworks is low making it infeasible to evaluate the contribution of C4D interventions to the results of the country programme. This is because the positioning of C4D results is often unclear and the monitoring data that is collected on behaviour change, social norms change and/or social mobilisation is of poor quality. The findings have major implications for the next strategic plan and country-level programming.


The evaluation found that UNICEF’s public health response contributed to stopping Ebola, notably through community engagement, isolation and care activities, and large-scale delivery of supplies and WASH support. However, the response objectives and activities were not well aligned with UNICEF’s Core Commitments for Children in Humanitarian Action (CCCs) and efforts to address Ebola’s serious secondary humanitarian consequences were delayed. The evaluation is currently informing preparedness through the Health Emergencies Preparedness Initiative

Evaluation of HIV-AIDS & Adolescents: Prevention of Mother-to-Child Transmission (PMTCT)

The evaluation found good progress since 2005 in preventing HIV infection in children and improving treatment use among pregnant women and mothers, although treatment of pediatric AIDS at scale continues to lag. UNICEF’s contributions evolved over the period 2005-2015 with the last five years its most productive in expanding and improving programmes to prevent new infections in children. Nonetheless, a rapid and substantial decline in UNICEF’s resources for HIV/AIDS has pressured its PMTCT/pediatric HIV care and treatment work. While UNICEF has sought to adapt to dwindling resources and staff, its ability to deliver on these results has been severely curtailed in many settings and the visibility of this work has at times dropped sharply. The evaluation findings have informed HIV/AIDS strategy development and contributed to messaging at several important international conferences.

This was the first ever evaluation synthesis report focusing on UNICEF activities in Water Sanitation and Hygiene (WASH). The report focused on three criteria that are critical for the development of the new UNICEF global WASH strategy and the achievement of the Sustainable Development Goals (SDGs) agenda.

Developmental evaluations for Myanmar/Ethiopia (Evaluation of UNICEF’s Peacebuilding, Education and Advocacy programme, PBEA)

The reports consolidate reflections and lessons learned through developmental evaluation - an approach that injects evaluative thinking and supports adaptive learning in complex initiatives through embedding an evaluator in a programme unit for a substantial period of time. The evaluation work found that strong upstream work carved out a space to discuss PBEA in sensitive environments, that few modalities of given strategies were fully implemented and that implementation was insufficient in creating equity across pastoralist areas (Ethiopia) but contributed to building social cohesion in Mon (Myanmar).

The Evaluation of UNICEF’s Humanitarian Response to the Syria Crisis

This evaluation examined UNICEF’s operational activities in the Syrian Arab Republic, Jordan, Lebanon and Turkey between 2012 and 2016. The evaluation findings, along with other evaluative work about the region, played a role in the phasing out of the sub-regional hub dedicated to the Syrian crisis and contributed to the undertaking of work on the Humanitarian Performance Monitoring reform. This evaluation, among others, has led to a reflection on the guidance for work in emergencies, which is currently more suitable for sudden on-set emergencies than protracted emergencies. Furthermore, related to the evaluation findings, Middle East and North Africa Regional Office (MENARO) is having an in depth and multi-faceted analysis of the political, governance and security prospects inside Syria to establish the strategic orientation of its future programming in support of post-conflict recovery in Syria.


Based on a desk review of recent evaluations and key informant interviews the review found that UNICEF’s programmes remain highly relevant and it is generally effective as an organization. It calls for further strengthening effectiveness by improved programming for gender, equity and for sustainability. Regarding efficiency, the review points to the need for continuous attention to the cost and resource efficiency of UNICEF supported programmes. In addition, the review highlights the need to strengthen systems and processes for monitoring programme costs and results for improving efficiency. The recommendations from the review are directed at further strengthening UNICEF’s effectiveness and efficiency thereby contributing to improved results for children.
The UNICEF Response to the Crisis in Central African Republic

The evaluation found that despite the difficult operating environment, UNICEF was substantially able to deliver on its core objectives. Overall, the evaluation found that internal management process issues presented the key area for improvement.