

Annual Report of the Evaluation Function 2018

Executive Board Informal Briefing

20 May 2019



Evaluation Office

Context

- Strengthening evaluation evidence for the rollout of the 2030 Agenda for Sustainable Development and the UNICEF Strategic Plan 2018-2021
- Reform agenda of the Secretary-General and system-wide evaluation
- Revised evaluation policy endorsed by the Executive Board in June 2018
- Growing demand throughout the organization for high-quality, timely evaluation evidence

Elements of the Annual Report

- Annual Report structured to reflect the elements of the theory of change of the evaluation function as laid out in the evaluation policy
 - Strengthening the key drivers of the evaluation function, including evaluation planning, governance, systems, human and financial resources
 - Analysis of progress in achieving outputs, including evaluation coverage and quality and knowledge management, and efforts to support national evaluation capacity development
 - Analysis of progress in achieving outcomes, including management response submission and implementation, efforts to enhance evaluation use, etc.
- Summary findings and recommendations from corporate evaluations
- Examples of notable evaluations undertaken by country offices
- Programme of work for 2018 and 2019
- Extracts are shared in this presentation

Theory of Change for the UNICEF Evaluation Function

Approaches

Improving independence impartiality and credibility of all evaluations

Improving quality-assurance mechanisms and processes

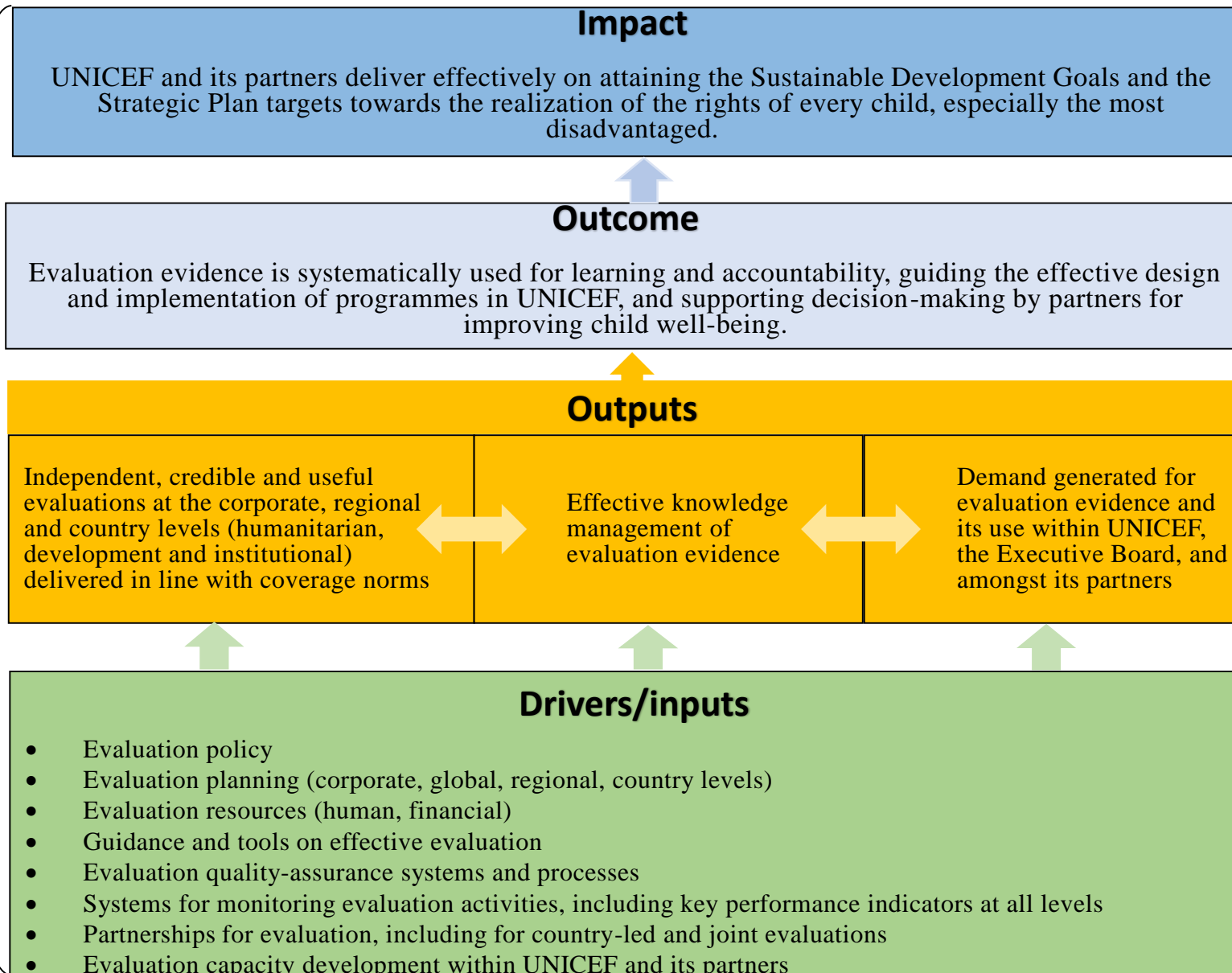
Using gender and human rights-responsive methods in all evaluations to understand impacts on all, including the most disadvantaged

Adopting innovative approaches to deliver evaluations that are timely and respond to organizational needs.

Enabling the use of evaluation results

Professionalizing the evaluation role within UNICEF

Supporting national evaluation capacity development and Sustainable Development Goal evaluation, especially through inter-agency partnerships



Assumptions and risks

Organizational leadership and support

Sustainable and predictable funding for evaluation

Availability of skilled human resources

Evaluable policies and programmes

The building of an evidence culture in UNICEF

Timely presentation of management responses to the Executive Board and timely follow-up action

Adoption of monitoring and research norms and standards for the organization

Continuous application of the audit charter.

Strengthening Evaluation Policy and Planning

- UNICEF Executive Board endorsed a revised evaluation policy in 2018 ([E/ICEF/2018/14](#)),
- The UNICEF Executive Director subsequently issued the Procedure on the implementation of the evaluation policy
- Corporate Implementation Framework for the UNICEF Evaluation Policy 2018 issued by the Evaluation Office
- Plan for global evaluations ([E/ICEF/2018/3](#)) endorsed by the Executive Board.
- New guidance has been issued on how to design, implement and monitor costed evaluation plans (CEPs) that are attached to country programme documents presented to the Executive Board.
- 22 CEPs were presented to the Executive Board

Governance and Guidance

Governance

- Executive Board continued to oversee the organization's work, providing direction to the evaluation function
- Evaluation expert to the Audit Advisory Committee further strengthened its independent oversight of the evaluation function
- Evaluation Advisory Panel, made up of external experts who provide independent advice to the Director of Evaluation, continued to provide advice
- Global Evaluation Committee continued to respond to the evaluation key performance indicators

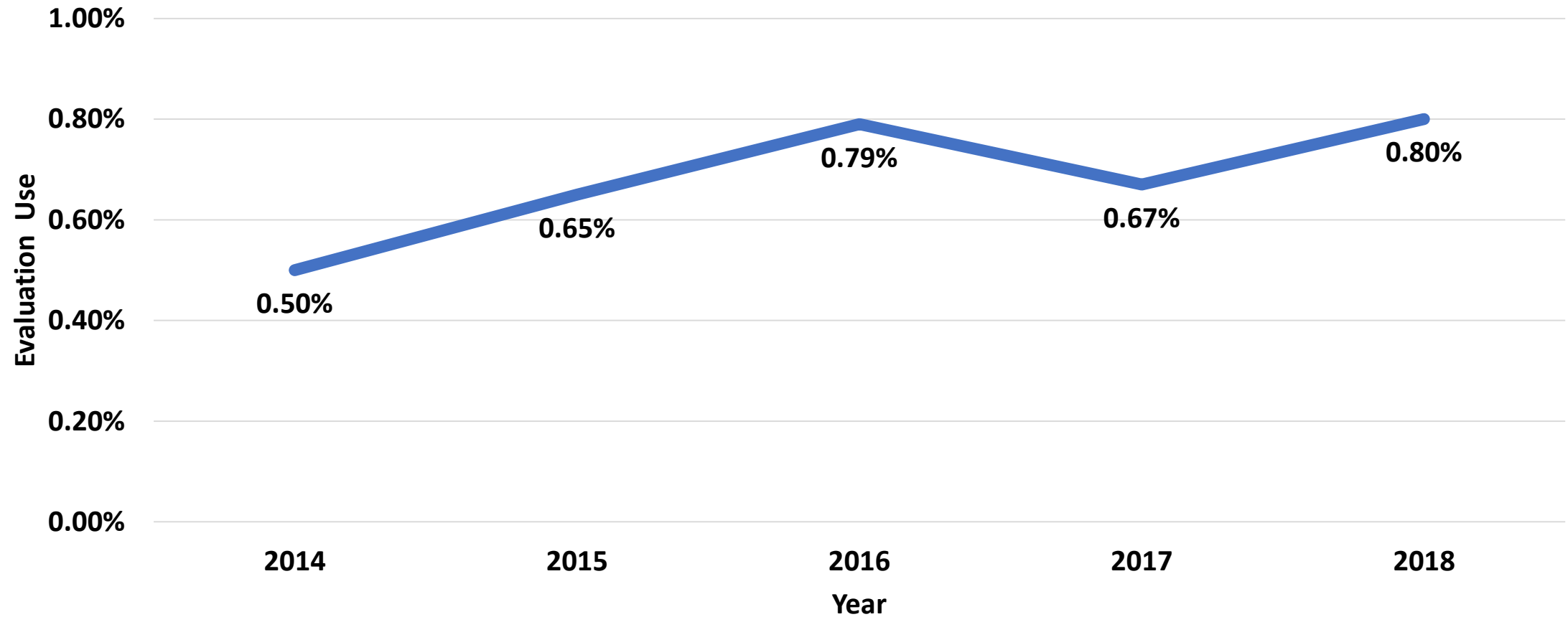
Guidance

- Evaluation Office developed a modified approach to humanitarian evaluation- "real-time evaluation plus"
- Guidance and tools to promote a common understanding on evaluability assessment developed by EO
- A new evidence information systems integration platform launched. Used for planning, monitoring evaluations and monitoring the implementation of management response actions.

Resources

- 5 regions now have Regional Evaluation Advisors
- UNICEF is collaborating with the United Nations System Staff College to develop an in-service skills development programme for all staff who play a role in managing evaluations
- Evaluation budget use increased from 0.67% in 2017 to 0.8% in 2018
- The pooled fund was established and contributed to the increase in evaluation budget use

Evaluation budget use, 2014–2018



Partnerships

Advancing joint evaluations

- With UNFPA on evaluation of the Joint Programme on the Abandonment of Female Genital Mutilation
- With UNFPA on evaluation of the Global Programme to Accelerate Action to End Child Marriage
- With UNDP, UNFPA and UN-Women on preparations for the joint evaluation of the common chapter of their strategic plans, 2018–2021.
- OCHA and IAHE mechanism on joint humanitarian evaluations (resilience/Ethiopia, women and girls)
- Evaluation synthesis with UNESCO on SDG 4.5 commenced

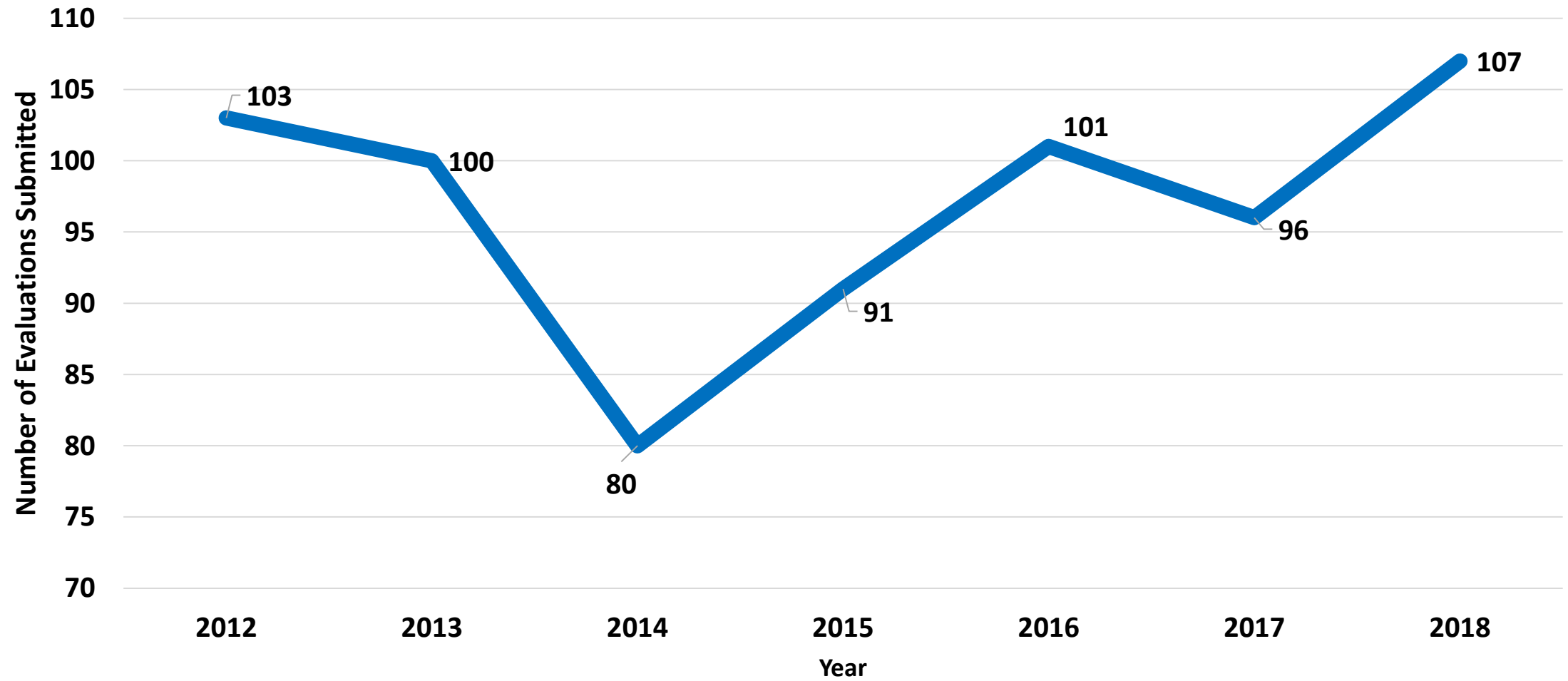
Regional Bodies

- African Union and UNECA on evaluation in VNRs and capacity building for countries in Africa;
- UNEDAP on evaluation quality assurance
- FOCELAC on strengthening national evaluation capacity

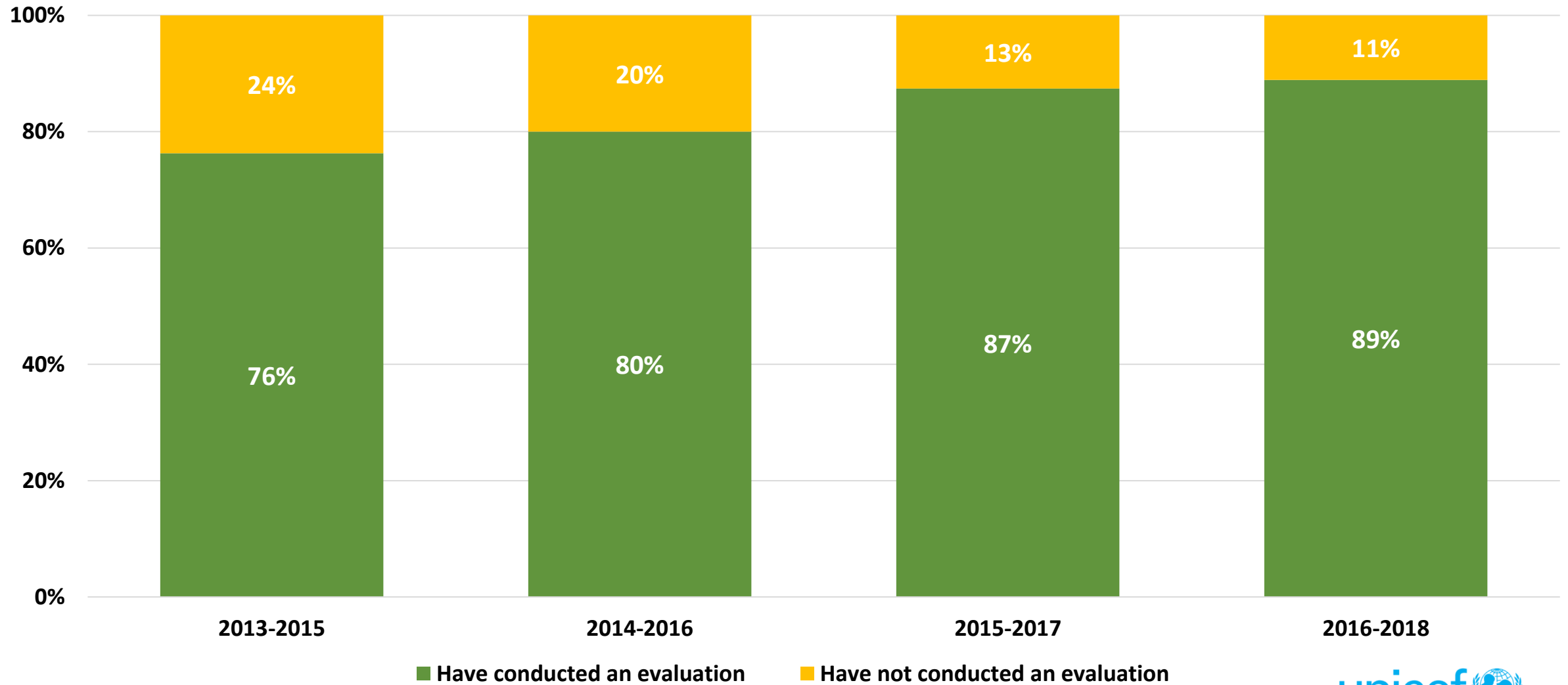
Global Networks

- UNEG activities
- UNICEF continued to support the Active Learning Network for Accountability and Performance in Humanitarian Action (ALNAP),
- UNICEF has co-chaired the EVALSDGs global network, which aims to promote evaluation activities around the Sustainable Development Goals,
- UNICEF co-organized, a global parliamentarians evaluation event, hosted by the Parliament of Sri Lanka

Evaluation submission, 2012-2018



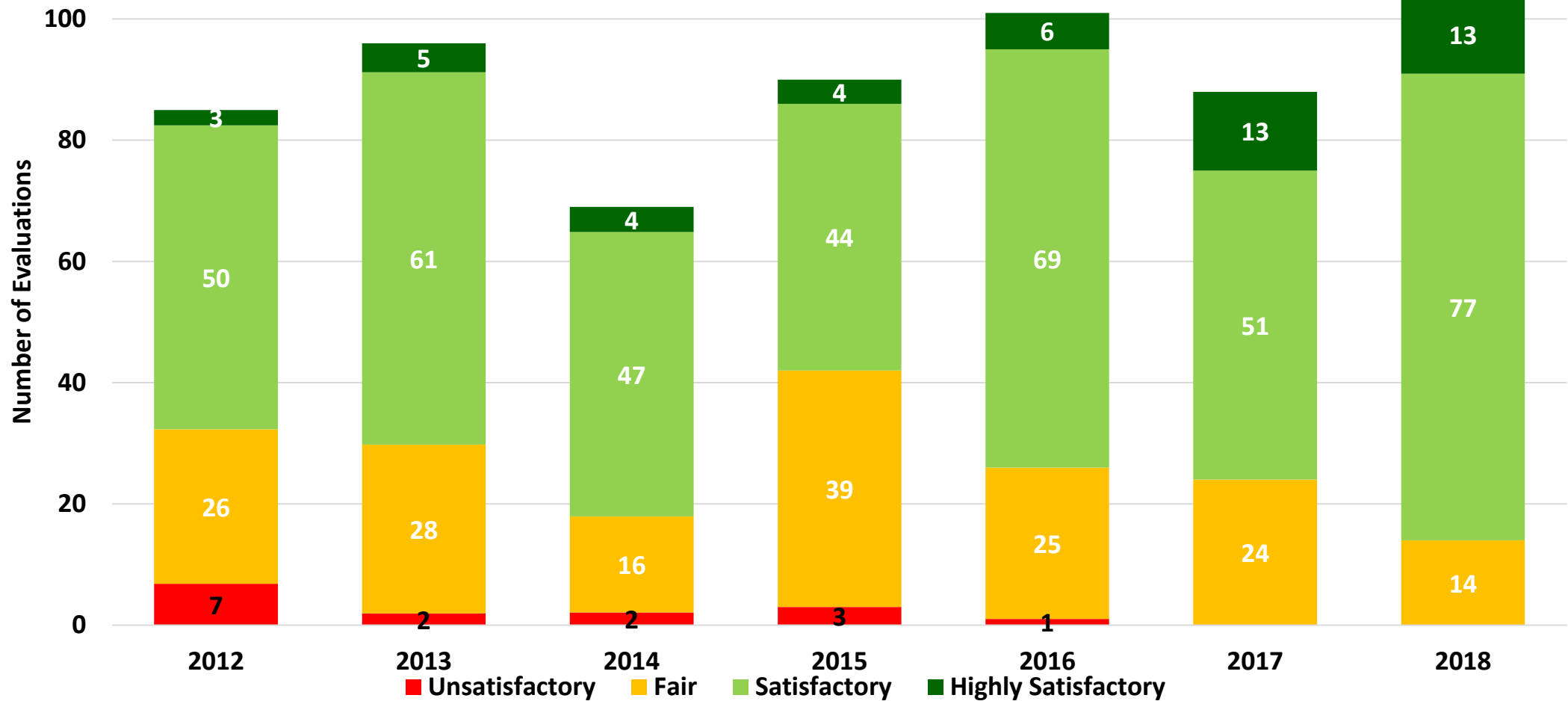
Evaluation Geographical Coverage 2013-2018



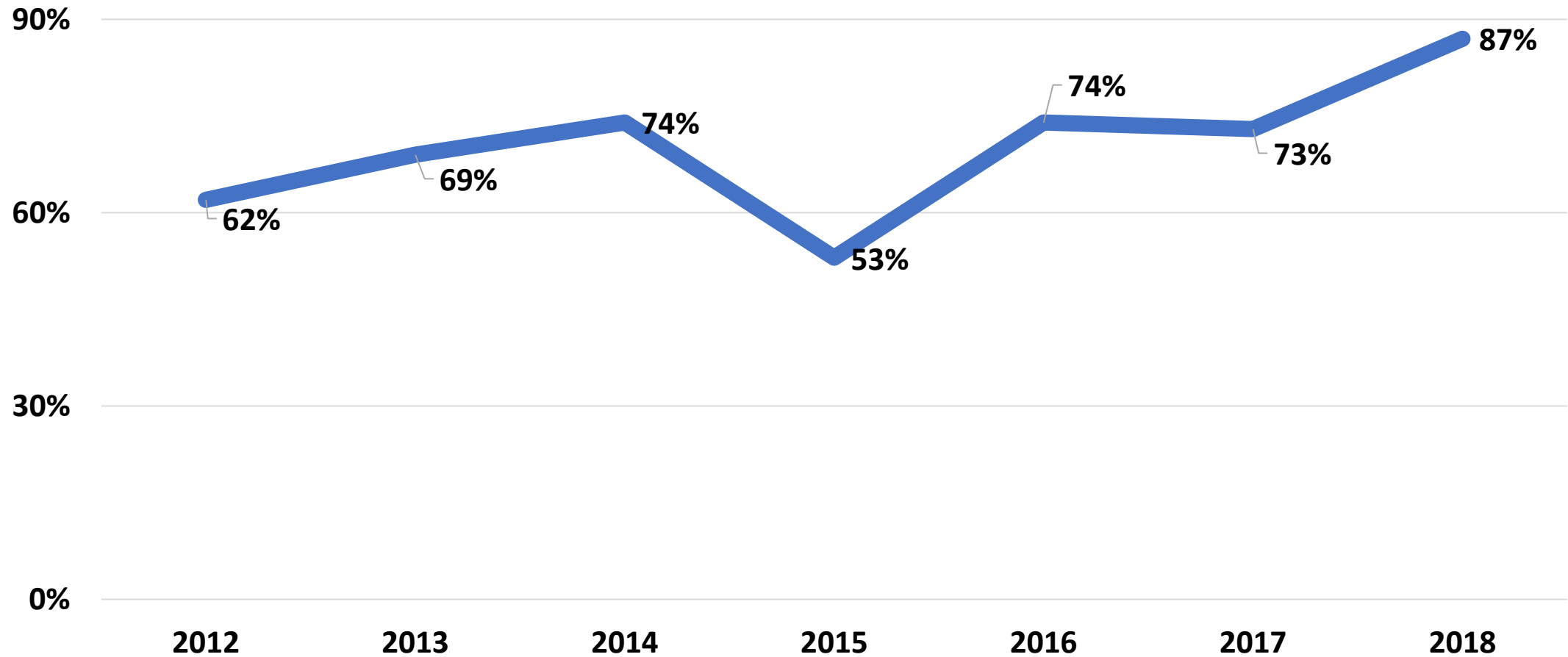
Evaluation Geographical Coverage by region (%)

	EAPR	ECAR	ESAR	LACR	MENA	ROSA	WCAR	Total
2013-2015	73	82	95	56	65	100	76	76
2014-2016	87	86	82	64	65	100	76	80
2015-2017	87	91	91	84	82	89	87	87
2016-2018	87	86	100	88	71	77	100	89

Evaluation Quality, 2012-2018



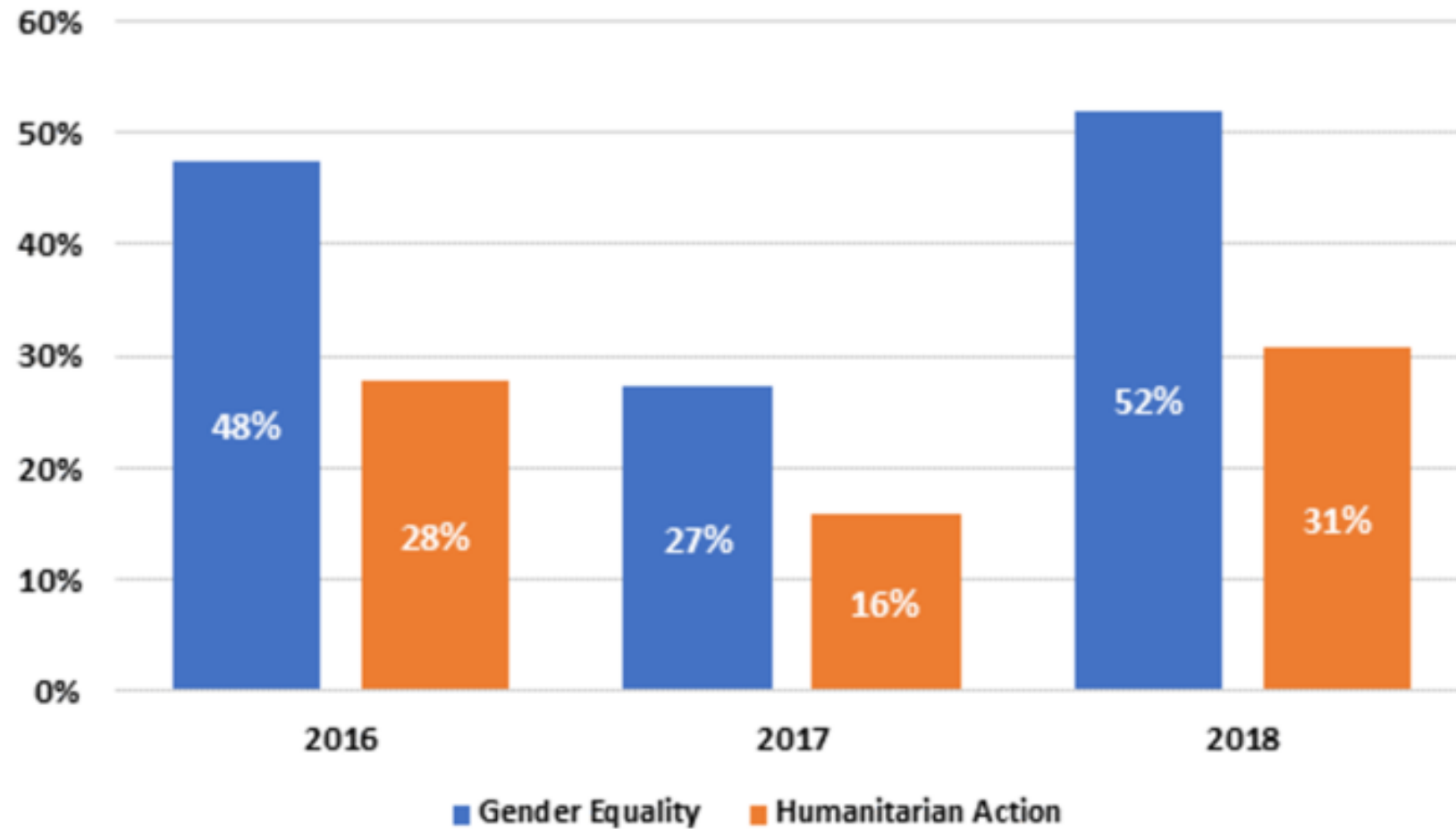
Evaluation Good Quality Trend, 2012-2018



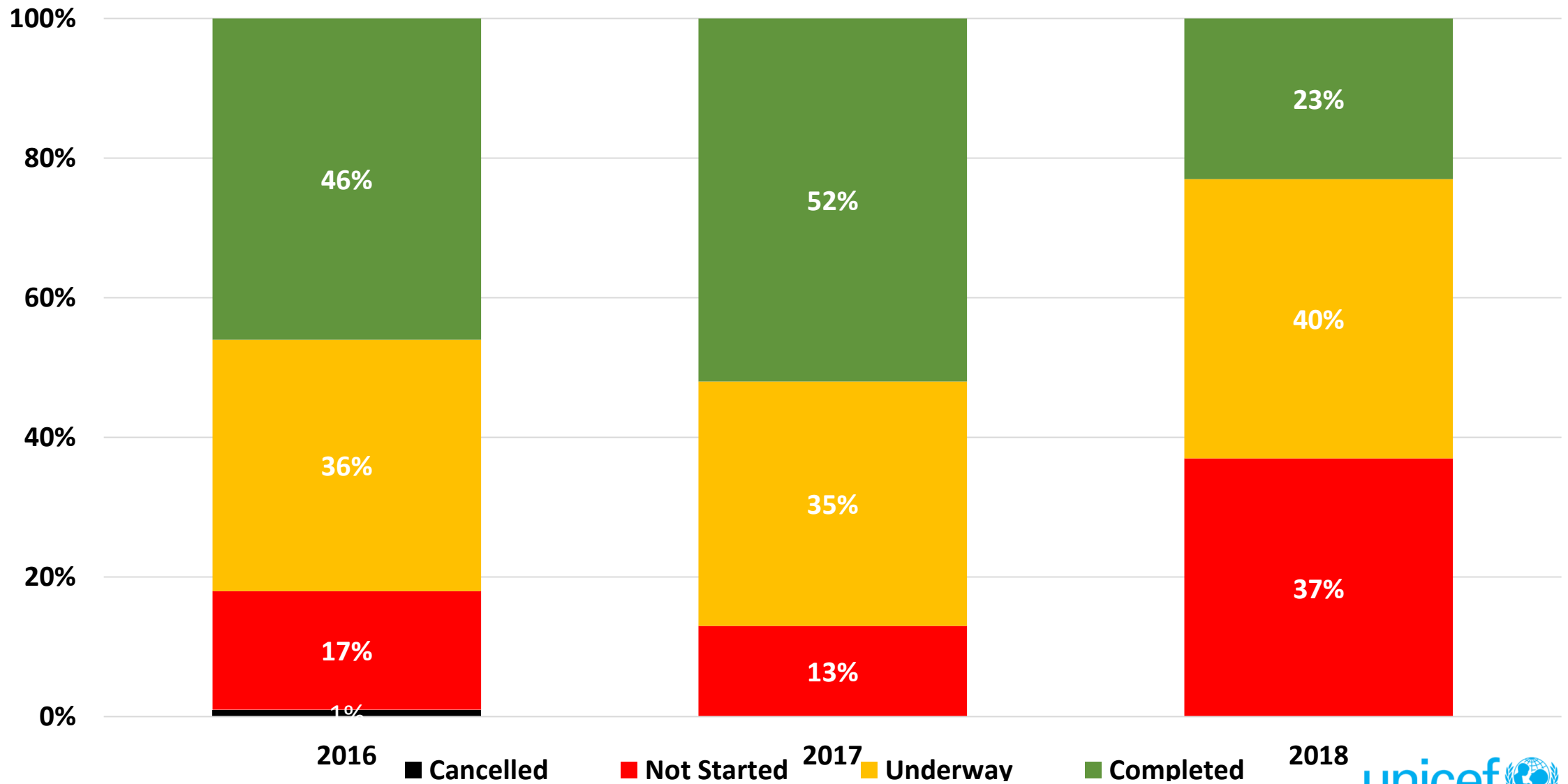
Thematic distribution of evaluations, 2018 (N)

Goal Area	Number of Evaluations
Goal Area 1: Every child survives and thrives	
Health	64
HIV/AIDS	19
Nutrition	43
Goal Area 2: Every child learns	
Education	53
Goal Area 3: Every child is protected from violence and exploitation	
Child protection	58
Goal Area 4: Every child lives in a safe and clean environment	
WASH	31
Goal Area 5: Every child has an equitable chance in life	
Social inclusion	41
Cross-cutting	
Humanitarian	32
Gender equality	54

Evaluations which cover cross-cutting priorities (%)



Management Response Submission (2016-2018)



Others

- **Evaluation Use**

- Influential evaluations study
- Evaluations provided independent confirmation of programme effectiveness (Nigeria, Togo)
- Contribution to conceptual shifts in how problems are understood and addressed (Laos, Mal).
- Evaluations helped to shape national partnerships and agendas (Guatemala)
- Overall, evaluations that were strategic; designed for utilization; timely; and well-resourced; and had strong ownership by staff and partners, tended to be the most influential.

- **Full public disclosure** of evaluative products and the management response

- Three evaluations, and accompanying management responses, were presented at informal consultations and sessions of the Executive Board.

- Progress information on the implementation of the management response actions accompanying these evaluations can be found at www.unicef.org/evaluation/index_103521.html

Corporate Evaluations in 2018

- Innovation in the work of UNICEF
- The Level 3 response to the cholera epidemic in Yemen: crisis within a crisis
- Out-of-School Children Initiative
- The UNICEF L3 response to the Rohingya Bangladesh refugee crisis
- UNICEF contribution to health systems strengthening
- Strengthening child protection systems: evaluation of UNICEF strategies and programme performance
- Independent panel review of the UNICEF response to protection from sexual exploitation and abuse
- UNICEF drinking water supply programming in rural areas and small towns (2006–2016)
- Strategic review of the UNICEF research architecture: supporting the generation and use of knowledge
- UNICEF contribution to girls' education
- H4+ Joint Programme (joint evaluation)
- UNICEF strategies and programmes to reduce stunting in children under 5 years of age
- Synthesis of UNICEF evaluations of humanitarian action 2010–2016
- Early Learning and Development Standards and school readiness

THANK YOU!