

Report on the Evaluation Function: 2010

UNICEF Evaluation Office

Report/Presentation Outline

1. Global Developments in Evaluation
2. Current State of the Evaluation Function
(bi-ennial update)
3. Progress Made in Strengthening the
Decentralized Evaluation Function
4. Findings From Major Evaluations Conducted
in 2009 (1 corporate, 7 regional/country led)

Background Information

Guiding Policy/Governance

1. Updated Evaluation Policy approved January 2008
2. Executive Directive issued March 2009
3. Evaluation Office reports to the Office of the Executive Director
4. Accountabilities within the decentralized structure are covered in the policy and the directive.

Information Sources

1. Evaluation Office reporting
2. Regional Office contributions
3. Management information systems reporting
 - CO Annual Reports
 - Human Resources
 - Financial and Administrative Management

Global Evaluation Developments (paragraphs 4-5)

1. UNEG is emerging as a leader in setting evaluation function norms and standards and in joint initiatives
2. UNICEF has a leadership role in supporting the country-led 'Delivering as One' pilot countries evaluations, including leading the quality assurance process for UNEG.
3. Systemic and corporate level humanitarian evaluations are a major priority for the period 2009-2011. Portfolio includes:
 - 2009: Tsunami; Cluster Approach, Humanitarian Capacity Development
 - 2010-11: CERF, IA-RTE (Haiti), Education in Emergencies, Common Humanitarian Fund

Scope and Quality of the Evaluation System (paras 6-13)

1. UNICEF continues to increase its dedicated M&E staffing, but still faces some inadequacies.
2. Gender parity among evaluation professionals was reached for the first time
3. Output measures (e.g. evaluations conducted) are stable.
4. First ever management response data to the recent requirement that there be responses for all evaluations.

Expenditures and Funding Sources for the Evaluation System (paras 14-19)

1. Significant additional resources have been provided to the HQ Evaluation Office. Leadership strengthening is now sought in the proposal to raise the Directors post to D-2 level.
2. Spending on the function at field office level increased too but much more slowly.
3. UNICEF has sustained for 2 years total monitoring and research and evaluation spending of 3.1% of the programme budget

Strengthening Evaluation Within Unicef (paras 20-34)

1. Commitments made in the 2009 report to pay more attention to the function are showing results. Among the areas of increased strength are:
 - The strategic selection of evaluation themes,
 - The revision of corporate training packages,
 - Technical support to COs,
 - The quality review of completed evaluations.

2. Especially notable are the following:
 - Coordinated planning between the ROs and HQ
 - The development of UNICEF's largest community of practice (330 members).

Developing National Capacities (paras 35-39)

- The Delivering as One evaluations are all country led and are a practical expression of support to national capacity development
- A large variety of regional and country-based activities is undertaken annually. Partners are balanced among government and civil society actors.
- A UNEG task force is looking at the UN role in national evaluation capacity development

Summaries of Major Evaluations (paragraphs 40-83)

In general, these demonstrate UNICEF's ability to conduct strategic evaluations to a high quality. Issues of recent interest to the Board such as Gender and Emergencies are featured in numerous of the summaries.

MTSP Corporate Evaluation Commitments (annex)

Of the 16 evaluations listed for 2008-09,

- 9 have been completed
- 5 are under implementation
- 2 are pending (2010 and 2011)

Of the 15 listed for 2010-2011

- 6 are pending
- 4 are in the mobilization phase
- 3 are being implemented
- 2 have been completed

Potential 2011 Report Emphases

Evaluation Committee Requests

- Staffing guidance for the evaluation function, at all levels
- Guidance on governance of evaluations at decentralized levels to ensure appropriate levels of independence.
- Baseline information on quality assurance and oversight at regional and country office level
- Options to strengthen discretionary resources for evaluation.
- Linking evaluative work with that of other actors for a more coherent assessment of UNICEF's contribution at country level

Other Emerging Priorities

- Evaluation within the revised business systems (e.g. Vision)
- Meta-analysis of Evaluation Report Quality, based on an independent external review
- Updates of continuing themes

Thank You

- We look forward to the Board decision on this report.
- We appreciate the Board's steady attention and supportive statements about the importance of the Evaluation function.