

24 August 2017

Management Response to the DAC/UNEG Peer Review of the Evaluation Function of UNICEF

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Overview of Presentation

- Background to the Peer Review
- Management Response to the Peer Review (PR)
- Implementation Road Map of Management Response (MR)
- Selected details on Committees supporting the evaluation function and implementation of the Management Response

Background to the Peer Review

- UNICEF appreciates the work of the PR Team and their Recommendations
- The PR noted positive accomplishments of the Evaluation Function
 - Improvements in: quality of evaluations; compliance with MR and commitment to achieve 1% target for evaluation expenditures
 - Active role played by Evaluation Office in the international evaluation community
 - Support to strengthening national evaluation capacity development
- The PR provided the following assessment:
 - Utility (Close to satisfactory)
 - *Utility – clear intention to use for decision making and action*
 - Credibility (Short of satisfactory)
 - *Credibility – grounded in independence, with emphasis on impartiality and rigorous methodology*
 - Independence (Short of satisfactory)
 - *Independence – full freedom to evaluate without undue influence by any party*

Background to the Peer Review (cont.)

- The Peer Review implementation will be undertaken with due consideration to assessments and reviews that complement and reinforce findings of the Peer Review
 - such as - 2016 Multilateral Organization Performance Assessment Network (MOPAN), the Evaluation Office internal Self-assessment and recommendations of internal and external advisory bodies
- Desired Outcome: The evaluation function be fit for purpose and fully achieve the aims of accountability and learning in a decentralized and complex organization
- The Peer Review was based on UNEG Norms and Standards and Framework of analysis presented by the Team Leader

RECOMMENDATION 1:

A new evaluation policy

 **Agree**

Action - Evaluation Policy revised to include:

- Dual reporting line for Regional Evaluation Advisers
- Impartiality provisions to protect behavioural independence
- System for making management responses available to public
- A revised Global Evaluation Committee (GEC) terms of reference (as an annex)
- Evaluation Function Theory of Change

Action - Develop a policy implementation strategy in the form of executive directive/s

RECOMMENDATION 2:

Internal governance

 **Agree**

Action—UNICEF’S EO will be strengthened to enhance its role in setting standards for utility, coverage and quality assurance.

- Revision of Key Performance Indicators (KPIs) on Evaluation coverage at country level and accountability for the function
- Evaluation office will work with Regional Offices to strengthen support and guidance on costed evaluation plans
- UNICEF will work with UNEG, UNDP, UN-Women to coordinate the contribution to National Evaluation Capacity Development

RECOMMENDATION 3:

Financial resources



Agree

Action – Propose an increase of 33 percent of resources to strengthen the capacity to produce credible and useful evaluation.

- Goal is for value-for-money for learning and accountability; adapted to the uniqueness of country situations-such as those in humanitarian crises
- A phased approach for proposed increase in EO and Regional Evaluation staff positions is being considered
- Multi-country evaluation specialist model to be replicated where appropriate
- Will develop a sustained pooled funding mechanism for Evaluations

RECOMMENDATION 4:

Human resources



Agree

Action– Develop a Strategic Human Resource plan for the Evaluation function based on the UNEG Competencies Framework

- Establish a D-1 post and three new P5 Regional Advisors based on available resources
- New Evaluation Policy to address provisions for senior staff with strong skills in management and leadership
- Additional resources will be sought to establish full time evaluation specialists
- Provisions provided in the new Evaluation Policy for behavioral independence

RECOMMENDATION 4:

Cont...

- Management of the Evaluation function to remain with the Office of the Executive Director
- Title of the most senior position of EO to become UNICEF Evaluation Director who reports directly to the Executive Director
- Audit Advisory Committee and Executive Board will be consulted on the appointment of the Evaluation Director
- External Expertise to be a part of the selection panel (at the level of UNEG heads)
- Terms of reference for the Director includes the presentation of evaluation reports to the Executive board

RECOMMENDATION 5:

Evaluation quality

Agree

Action–Develop technical guidance and review quality assurance systems for the entire evaluation function

- Establish external expert advisory committee with highly knowledgeable members
- Continue to improve and expand the UNICEF guidance and standards
- Evaluation Office will expand the coverage of real-time Quality Assurance mechanisms to ensure access by all offices
- Guidelines and manuals that exist within UNEG to be reviewed, expanded and adapted to UNICEF decentralized context as necessary
- Taxonomy for defining and classifying Research, Evaluation and studies will be updated and reflected in the evaluation policy

RECOMMENDATION 5:

Cont...

- 2017 UNEG Quality standards recommendation will be adapted for use by managers
- Integrated system of tracking of: (1) evaluations and (2) management response implementation and closure is being developed

RECOMMENDATION 6:

Management of the Evaluation Office

Agree

Actions- Changes of the internal management process of the Evaluation Office including the additional staffing is included in the 2017 OMP submission for the period 2018-2021

- Annual report by the Director of Evaluation on the evaluation function in UNICEF includes an indicator for the timely completion of the evaluation products
- The OMP foresees dissolving strict sector-bound work areas for Evaluation advisers and specialists
- Maintains the practice of including subject-matter specialists in evaluation work and reinforce this at all levels
- Evaluation Director will set up a system to monitor and report on the criteria and KPIs in the updated guidelines and manuals

Road Map of MR Implementation

1. Preparation of MR in consultation with members of the Global Evaluation Committee (OED, HQ Directors, RD, key stakeholders at Regional Level)
2. This informal briefing of 24 August and the presentation to the Second Regular Session of the Board in 2017
3. Revised ToR of AAC to include “UNICEF Global Evaluations” as a standing item on AAC Agenda; Former Head of UNDP IEO who was a Chair of UNEG is a member of the AAC (Ms. Saras Menon)
4. The MR has been shared with the AAC and revised as per recommendation of the AAC
5. Establish External Evaluation Advisory Committees that will oversee the implementation of the MR and provide independent guidance to the Evaluation Office in the preparation of the Evaluation Policy and GEP

Road Map of MR Implementation

6. A Draft Revised Evaluation Policy prepared for presentation to various stakeholders for consultation
7. Revised Evaluation Policy presented to the First Regular Session of the Executive Board in Feb 2018
8. 2018 – 2019 rolling Global Evaluation Plan (GEP) drafted for presentation to various stakeholders for consultation & the GEP submitted to the Executive Board for Information
9. GEC consulted on a revised ToR for the committee and the GEP
10. Establishment of a pooled funding mechanism that draws on thematic and other resources (ORR + ORE) of UNICEF to fund evaluations and evaluative activity
11. Implementation of other MR activities related to internal governance commences

Global Evaluation Committee

- Internal advisory body in accordance to UNEG Norms and Standards article on Institutional Framework (Standard 1.1)
- Ensures cross organizational coordination of evaluation activities
- Reviews any revision of the Evaluation Policy and associated plans
- Advises on alignment with the organization's mission and on coordination with the work of related evidence functions
- Provides advise on initiatives to strengthen the evaluation function at all levels
- Terms of Reference established and endorsed

Audit Advisory Committee

- External independent advisory body that complies with the Institute of Internal Auditors (IIA) standards
- Primary responsibility is to provide advice to the Executive Director (ED) and inform the Executive Board (EB) in fulfilling their governance and oversight responsibilities
- Provides advice on the conduct of management responsibilities
- The next revision of the Charter will include oversight of the Evaluation Function

Evaluation Advisory Committee

- External independent advisory body based on UNEG Peer Review recommendation and UNEG Standard 1.1
 - Primary responsibility is to provide strategic advice to the Director of EO on advancing the Independence, Credibility and Utility of UNICEF Evaluation Function
 - Provide independent guidance for the preparation and roll out of the Revised Evaluation Policy and Global Evaluation Plan
- Terms of Reference currently being established
- Terms of Reference will be presented to the Executive Board at the February 2018 session as an annex to the Evaluation Policy

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Thank You

