

# Annual Report on the evaluation function

Evaluation Office UNICEF

Presentation to informal session of the  
UNICEF Executive Board

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# Overview

This report presents information on the following:

- evaluation efforts at the global level, especially inter-agency activities within the United Nations system;
- the performance of the evaluation function within UNICEF itself, as measured against a set of 6 key indicators;
- observations on the human and financial resources allocated to evaluation;
- measures being taken to strengthen the evaluation function within UNICEF;
- efforts to strengthen evaluation capacity at national and global levels.

# Purpose

Evaluation at UNICEF promotes organizational learning, accountability and transparency, with a view to strengthening performance and delivering better outcomes for children.

The purpose of this report is to describe the status and performance of UNICEF's evaluation function in 2012.

This report is complemented by two separate papers:

- a thematic synthesis of recent evaluations of UNICEF humanitarian action
- A draft Revised Evaluation Policy.

# Support to evaluation actions at global level

These activities fall mainly into three areas:

- **Harmonizing technical knowledge and good practices** (e.g. on UNDAF evaluation and national evaluation capacity building);
- **Inter-agency and joint evaluations and related initiatives** (e.g. joint evaluations of UNGEI, Joint Gender Programmes, FGM/C, Real Time Evaluations of humanitarian response
- **Overall leadership and governance processes** - mainly conducted through the United Nations Evaluation Group (UNEG) and the Inter-Agency Standing Committee (IASC).

# The evaluation function in UNICEF: performance and results

- Indicator 1: Coverage of evaluations managed, and submission rate to the Global Evaluation Database
- Indicator 2: Topical distribution
- Indicator 3: Types of evaluations conducted
- Indicator 4: Quality of UNICEF evaluations
- Indicator 5: Use of evaluation, including management responses
- Indicator 6: Corporate-level evaluations

# Indicator 1: Coverage

Submission rate		Number of evaluations submitted
2010	89%	140
2011	98%	99
2012*	100%	80

- 38 COs undertook no evaluations in 2009-2011
- Only 34 evaluations from 1,025 emergencies in 2008-2011

\* NB: Provisional figure at end of Q1

## Indicator 2: Topical distribution

Topic	Percentage
Multi-sectoral	25
Education and gender	25
Child survival and development issues	13
Child protection	10
Policy advocacy and partnerships	4
HIV-AIDS	4
Cross-cutting themes and organizational performance	20
Not classified	3

# Indicator 3: Types of evaluations conducted

Indicator	2009 (%)	2011 (%)	Trend direction
Output level evaluations	33	27	Towards fewer: as desired
Impact level evaluations	43	27	Towards fewer: undesirable
Formative evaluations	45	59	Towards more: cause?
Summative evaluations	55	41	Towards fewer: undesirable

## Indicator 4: Quality of UNICEF evaluations

	2009	2010	2011	2012*
Excellent	4	5	5	3
Satisfactory	32	31	38	58
Almost Satisfactory	50	31	35	32
Poor	14	33	23	8
n	96	81	84	78

# Indicator 5: Use of evaluation, including management responses

## Submission of management responses to the Global Tracking System:

- 2009 (baseline): 10%
- 2011: 93%

## Implementation of management response commitments:

- 2011 (baseline): 62%
- 2012: 82%

## Indicator 6: Corporate-level evaluations

- Corporate-level evaluations, managed by the Evaluation Office, are listed in the Integrated Monitoring and Evaluation Framework (IMEF).
- **The 2010-2011 IMEF** listed 15 corporate-level evaluations, 13 of which (86 per cent) were completed, and 2 (13 per cent) cancelled (due to data and funding shortfalls).
- **The 2012-2013 IMEF**, now under implementation, lists 14 evaluation topics of which 7 were underway at end 2012, and 5 will begin in 2013. The remaining two are postponed until 2014.

# The evaluation function in UNICEF: human resources

- UNICEF has a largely decentralized evaluation function with around 90% of M&E staff in the field: giving UNICEF an unparalleled M&E field presence but posing many challenges.
- UNICEF invests in building internal evaluation capacity, e.g. through web-enabled communities of practice and web-based seminars ('webinars'), a help desk function, e-bulletins and newsletters, as well as conventional network meetings, study visits and training seminars.
- Online training course introduced in 2012, plus new guidance materials on equity focused evaluation.

# The evaluation function in UNICEF: financial resources

Indicator	2010 (%)
Percentage of field office programme budget spent on evaluation	0.33
Percentage of total UNICEF programme budget spent on evaluation (field plus NYHQ)	0.4
Percentage of total UNICEF programme budget spent on evaluation, monitoring, research, study, surveys	2.95
Percentage of Evaluation Office budget coming from non-core resources: actual spending	38 (2010-2012)

# Strengthening UNICEF's evaluation system

- Reviewing the evaluation function and policy (and preparation of a Revised Evaluation Policy)
- Governance and leadership
- Assessing the demand for evaluation
- Enhancing strategic planning and coverage of evaluations, including evaluation of humanitarian action (synthesis report presented separately).
- Promoting and supporting quality evaluations
- Enhancing evaluation usage and management responses

# National evaluation capacity development

- **Global partnership to enhance evaluation capacities:** including establishment of **EvalPartners**, an initiative to strengthen civil society evaluation capacity, and convening of an International Forum in Chiang Mai.
- **Global learning, including global learning platform ‘MyM&E’:** with almost 250,000 visitors from over 168 countries and almost one million page downloads in 2012; and a new e-learning programme on development evaluation, taught by 33 world-level speakers, enrolling some 8,000 people from over 168 countries.
- **Strengthening country-led monitoring and evaluation systems:** including UNEG task force output: *Practical tips on how to strengthen national evaluation systems*, translated and disseminated widely.

## Draft decision

The Executive Board may wish to take note of the annual report and request UNICEF to further strengthen its evaluation system and use of evaluation results.

**Thank you for your attention**