

UNICEF's Revised Evaluation Policy

Evaluation Office

Presentation to informal session of the
UNICEF Executive Board

31 May 2013

Introduction

This presentation outlines UNICEF's Revised Evaluation Policy and notes changes from UNICEF's 2008 Evaluation Policy.

The policy was updated to take account of changes within UNICEF and in the rapidly changing context of UNICEF's work.

This presentation briefly outlines the 2008 Evaluation Policy then presents the Revised Evaluation Policy and highlights key changes made.

Updating the Evaluation Policy

- The Executive Board requires periodic review and update of UNICEF's Evaluation Policy. The Revised Evaluation Policy is to be presented to the Board in June 2013.
- To inform the update, the Evaluation Office undertook the following:
 - A self-assessment of the policy against UNEG norms and standards;
 - Rapid review of evaluation policies of other agencies;
 - A review of the evaluation function. The review included:
 - a survey of M&E staff across UNICEF, focused on their M&E activities in various contexts (2011)
 - a survey, case studies and interviews of UNICEF directors and managers, with a focus on evaluation demand and use (2012)

Preliminary assessment

- The 2008 evaluation policy has served well. The basic content is sound.
- The multi-level structure (HQ/RO/CO) will be retained for the evaluation function, with a strong emphasis on the CO level: i.e. reflecting UNICEF's structure.
- This means recognizing the *diversity* within UNICEF and the operational context – while setting out a policy to guide evaluation activities across *all* of UNICEF
- Changes required in the 2008 policy include:
 - Some clarification and updating
 - Removal of implementation issues: these need to be elaborated in a separate global strategy and regional strategies.

Evaluation Policy 2008

Contents

1. Introduction
2. Overview
 - Background
 - Evaluation in the context of the MTSP
3. Scope of the policy
 - Purpose and use of evaluation
 - Guiding principles for the evaluation function
4. Accountability for evaluation in UNICEF
5. Measures to strengthen the evaluation system
6. Evaluation with partners
7. Review of the policy
8. Draft decision

Revised Evaluation Policy

Contents

- Introduction
- Background and strategic context
- Purpose and use of evaluation
- Guiding principles and general standards
- Accountability for evaluation
- Performance standards for the evaluation function
- Evaluation resources
- Partnerships for evaluation
- Policy implementation and review

Annex: oversight functions

Some key updates: 1

- Explicit linkage to UNICEF's mission, equity and gender equality
- Clear definition of evaluation:
 - *What works for whom; in what circumstances and in what respects; and how?*
- Emphasis on intentionality and use
- Accountabilities at each level:
 - Including clarification of the reporting line of the Director of the Evaluation Office, and amended term of service to safeguard impartiality

Some key updates: 2

- Performance standards for the evaluation function
 - Aim: to provide a basis for improved management of the evaluation function, especially at country level
 - Emphasis on stronger evaluation planning and coverage:
 - Before replication or scaling up
 - When responding to major emergencies
 - Following long periods of unevaluated programme implementation
 - For each outcome component when expenditure has reached \$10 million
 - Support for national evaluation capacity development

Some key updates: 3

- Human resources and professionalization
- Financial resources:
 - UNICEF will allocate a minimum of 1% of overall programme expenditure to evaluation
- Partnerships for evaluation:
 - Country-led evaluation
 - Joint evaluation
 - National evaluation capacity development
[including EvalPartners]

Policy implementation and review

- Revised policy to be supplemented by:
 - Global and regional evaluation strategies and action plans
 - A global evaluation plan, linked to the Strategic Plan 2014-2017
 - Procedural instructions and guidance
 - Improved ICT platforms etc
- Annual reports to the Executive Board on the performance of the evaluation function
- UNEG evaluation peer review to be undertaken in 2015

Thank you!
