UNICEF Plan for Global Evaluations

Highlights of the 2018-2021 Plan
The UNICEF PGE 2018-21 contributes to:

- Deepening organizational **accountability** and **learning** throughout the UNICEF Strategic Plan period, 2018–21.
- Supporting the implementation of key **SDG results**.
The PGE builds on Lessons Learnt from:

- Careful analysis of areas in which evaluation evidence is required in support of achieving the targets of the Strategic Plan and the 2030 Agenda.
- The implementation of the 2014–2017 Plan for Global Thematic Evaluations.
- Recent assessments of the evaluation function in UNICEF:
  - The 2017 United Nations Evaluation Group (UNEG) peer review of the evaluation function of UNICEF, and its management response
  - The 2015–2016 Multilateral Organization Performance Assessment Network’s (MOPAN) institutional assessment of UNICEF
- Costed evaluation plans approved by the Executive Board as part of country programmes of cooperation
- Extensive consultation with the organization and with key UN Partners.
The PGE covers a wide range of issues:

- **Sectoral** and **cross-sectoral** themes, such as education in emergencies, child protection systems, as well as humanitarian action and gender equality.
- The UNICEF **Strategic Plan**.
- The UNICEF **Gender Action Plan**.
- Key areas of work included in **Country Programmes** of Cooperation.
- **Level 3 Emergencies**.
- **Development Effectiveness** Reviews.
- **Joint Evaluations** with sister United Nations agencies and other partners.
New approaches of the PGE:

- Increased emphasis on evaluating the work of UNICEF and partners in humanitarian situations, backed by timely evaluations for improved learning and accountability.

- More attention to evaluability assessment, which will provide evidence for timely programme adjustments.

- Better use of learning from evaluation evidence, through more timely and responsive evaluation processes and products.
Scope of the PGE:

- Includes priorities under each of the 5 Goal Areas as well as Change Strategies and Enablers (organizational performance factors) of the Strategic Plan.

- The evaluation of humanitarian assistance is mainstreamed in each component of the plan, in addition to dedicated evaluations of UNICEF response to Level 3 humanitarian situations.

- It includes support by the Evaluation Office, namely strengthening quality assurance for, and technical support, to all levels of the organization.

- It does NOT cover evaluations at the regional and country levels, such as described in the Costed Evaluation Plans annexed to CPDs, or Regional Offices’ Multi-Country Evaluations.
The PGE followed robust Selection Criteria (I):

**Contextual Criteria:**

- **Use**, so as to influence initiatives of UNICEF and partners, joint UN programmes.
- Organizational **investment, risks** and evaluation trends and history: substantial investments by the organization.
- **Relevance**: linked to the SP, UNICEF commitment to 2030 Agenda; potential for scale-up and corporate learning; tailored to different programme environments.
- **Demand**: key issues identified by various levels of the organization and partners, analysis of the evaluation topics in the Costed Evaluation Plans of CPDs. cooperation;
- **Geographical and sectoral coverage**: the evaluation reflects the diversity of UNICEF programmes in terms of geography and sectoral or thematic focus;
The PGE followed robust Selection Criteria (II):

Feasibility Criteria:

- **Causality, attribution and contribution**: opportunity to focus on the unique contributions of UNICEF to the delivery of results for children.
- **Impact**: opportunity to trace the programme logic through to effectiveness and impact measurement.
- **Evaluability**: both in principle (clear programme logic or theory of change) and in practice (measures and data collected in association with programme logic).
The PGE Evaluative Products include:

- Evaluations of all **Level 3 Emergencies** at the corporate level, while working with regional offices to evaluate Level 2 emergencies. In addition, Evaluations of humanitarian action is included under each Goal Area.

- 22 Global **Thematic** Evaluations (11 rolled over from the previous Plan).

- 7 **Evaluability Assessments** of relatively new programmes (1 rolled over).

- 3 Evaluation **Syntheses** and **Reviews**.

- This represents an **increase** of 11 evaluative products from the previous Plan.
### List of PGE Products by Area of Work:

<table>
<thead>
<tr>
<th>UNICEF Strategic Plan, 2018–2021 component</th>
<th>Number of evaluation products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Area 1: Every child survives and thrives</td>
<td>Six</td>
</tr>
<tr>
<td>Goal Area 2: Every child learns</td>
<td>Six</td>
</tr>
<tr>
<td>Goal Area 3: Every child is protected from violence and abuse</td>
<td>Five</td>
</tr>
<tr>
<td>Goal Area 4: Every child lives in a clean and safe environment</td>
<td>Four</td>
</tr>
<tr>
<td>Goal Area 5: Every child has an equitable chance in life</td>
<td>Three (Equity is mainstreamed in all evaluations)</td>
</tr>
<tr>
<td>Humanitarian action as a cross-cutting priority</td>
<td>Three (Evaluation of UNICEF work in humanitarian situations also mainstreamed in all Goal Areas, in addition to the evaluation of Level 3 emergencies)</td>
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<tr>
<td>Gender equality as a cross-cutting priority</td>
<td>Evaluation of the Gender Action Plan, 2018–2021 (Gender equality also mainstreamed in all Goal Areas)</td>
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<tr>
<td>Change strategies and enablers</td>
<td>Four (Change strategies and enablers also mainstreamed in all other evaluations)</td>
</tr>
<tr>
<td>Joint evaluation products with other United Nations agencies</td>
<td>Five (Joint evaluation products also included in above Strategic Plan components)</td>
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The PGE contributes to SG Evaluation Strengthening

- **Joint evaluations** with other United Nations entities will yield at least five evaluation products.

- UNICEF working with UN agencies to increase collaboration in the design and execution of evaluations, to **support Secretary-General’s efforts** for system-wide strengthening and coordination of evaluations.

- Jointly contribute to **national evaluation capacity development**.

- Also actively support the evaluation of the **UNEG Strategy 2014–2019**.
Other PGE Key Priorities: Methodological Work

- **Updating Methodology to Evaluate Country Programme Results.** The equity focus (leaving no child behind) as a strong feature in the design/implementation of evaluations, and greater links with UNDAF evaluations.

- **Methodological studies:** addressing evaluation challenges, using international best practices, methods and tools delivering credible and timely evaluations.
Other PGE Key Priorities: Partnerships

- **Joint activities with United Nations system:** both development & humanitarian, remain an active member of the Inter-agency Humanitarian Evaluation group.

- **Supporting national evaluation capacity development,** with sister UN agencies: technical assistance, knowledge management and peer exchange.

- **Supporting evaluation partnerships:** EVALSDGs, EvalPartners, Global Parliamentarians Forum for Evaluation, the Active Learning Network for Accountability and Performance in Humanitarian Action.
Other PGE Key Priorities: Quality Support and Oversight

▪ **Enhancing evaluation quality and oversight:** support country- and regional-office evaluations facilitation - guidance, tools, training and improved systems; enhancement of evaluation skills and competencies among UNICEF staff.

▪ Establishment of an **external evaluation advisory panel** to provide technical advice upon request.

▪ Setting up a **pooled fund for evaluations** to reduce its reliance upon non-core resources (other resources) and enhance independence.

▪ **Accelerating innovation and the use of evaluations:** updating of user-friendly evaluation information systems, integration with other corporate information systems to support innovation in knowledge management and oversight activities.
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The End