

**Peer Review of  
Evaluation Function at  
United Nations Children's Fund (UNICEF)**

**Management Response**

**May 31, 2006**

**Peer Assessment of UNICEF's Evaluation Function  
Summary of Recommendations and Management Response**

Recommendations	EO Response	Responsible Staff/Division	Completion Date
<b>UNICEF Executive Board</b>			
<i>Evaluation Policy</i>			
i. The Executive Board should request that UNICEF update previous policy statements into a comprehensive policy document on evaluation that is consistent with UNEG Norms and Standards and adapted to the present UNICEF context. The Board should subsequently discuss and approve the evaluation policy document.	An updated comprehensive policy could be submitted for consideration by the Executive Board in June 2007	Evaluation Office in consultation with OED OSEB and the Evaluation Committee	Final Draft to be ready by end of March 2007  Draft to be reviewed by the Evaluation Committee in January 2007
ii. It is recommended that the Director of the Evaluation Office should report on the implementation of the evaluation policy in the biennial report on the evaluation function.	The Evaluation Office will implement the recommendation	Evaluation Office in consultation with OSEB and OED	June 2008
<i>Resources for Evaluation</i>			
iii. The Executive Board should ensure that the evaluation function has adequate Regular Resources to operate in an independent and credible manner.	The Executive Board can monitor the resourcing for evaluation when it will approve the next biennial budget	Executive Board	December 2007
iv. For transparency and accountability purposes, the Executive Board should be presented with costed evaluation work plans as well as documentation of evaluation expenditures at HQ, regional and country levels.	The Secretariat can present an annex as part of the budget documentation. The Evaluation Office can report on expenditures in its biannual report of June 2008	DFAM and Evaluation Office in collaboration with the other UNICEF Divisions/Offices	Draft costed evaluation plans by September 2007 to be incorporated in biennial budget submission to Executive Board in December 2007
<i>Use of Evaluation by the Executive Board</i>			
v. Reports from the EO and Regional Directors should inform the Executive Board on the implementation of evaluation recommendations and management plans of action.	As of 2007, this recommendation can be easily applied in the reports submitted to the Executive Board	OED and Regional Offices	In 2007, for headquarters, this can be reported as part of the Annual Report Executive Director.

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<b>Recommendations</b>	<b>EO Response</b>	<b>Responsible Staff/Division</b>	<b>Completion Date</b>
			In 2007 the reports of the Regional Directors on MTR & Major evaluations will apply the recommendation.
vi. The Executive Board could take more advantage of the evaluation function by requesting specific evaluations to inform its decision-making and fulfill its governance responsibilities.	The Evaluation Office stands ready to conduct the evaluations commissioned by the Executive Board, assuming that resources will be made available.	Executive Board	As required
vii. The Executive Board could consider holding more frequent informal sessions to discuss evaluation reports.	The Evaluation Office stands ready to contribute to informal meetings, as required	Bureau of the Executive Board and OSEB	As required
<b>UNICEF Executive Director</b>			
<b>Evaluation Policy</b>			
viii. UNICEF should update previous policy statements into a comprehensive evaluation policy document that is consistent with UNEG Norms and Standards and adapted to the present UNICEF context.	An updated comprehensive policy could be submitted for consideration by the Executive Board in June 2007	Evaluation Office In consultation with OED	Final Draft to be ready by end of March 2007  Draft to be reviewed by the Evaluation Committee in January 2007
<ul style="list-style-type: none"> <li>The evaluation policy should be a stand-alone document that is approved by the Executive Board.</li> </ul>	See above	See above	See above
<ul style="list-style-type: none"> <li>The evaluation policy should assert the independence of the evaluation function and specify that the Director of the Evaluation Office reports directly to the Executive Director.</li> </ul>	At present the Director of the Evaluation Office reports directly to the OED as in the case of other Directors. The specifics of reporting line will be examine in the context of the Organisational review.	OED	March 2007 (To be incorporated in the evaluation policy)
<ul style="list-style-type: none"> <li>The evaluation policy should be developed in consultation with stakeholders, including partner countries.</li> </ul>	In the process of drafting the new policy document, the Evaluation Office will ensure broad consultations	Evaluation Office in collaboration with the Regional Offices	Consultations during the autumn of 2006

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<ul style="list-style-type: none"> <li>• The policy should be disseminated and implemented throughout the organization by way of an Executive Directive.</li> </ul>	The Evaluation Office will prepare an Executive Directive that can be issued after the approval of the policy by the Executive Board.	Evaluation in collaboration with the OED	September 2007
<ul style="list-style-type: none"> <li>• The <i>Executive Directive</i> should:               <ul style="list-style-type: none"> <li>○ Clearly identify how evaluation contributes to learning, accountability and decision-making within the organization;</li> </ul> </li> </ul>	Agree	Evaluation in collaboration with the OED	September 2007
<ul style="list-style-type: none"> <li>○ Spell out roles, responsibilities and accountabilities at the central, regional and country levels;</li> </ul>	Agree	Evaluation in collaboration with the OED	September 2007
<ul style="list-style-type: none"> <li>○ Address the highly decentralized nature of the evaluation function and the need to ensure quality, credibility and usefulness of evaluations at all levels;</li> </ul>	Agree	Evaluation in collaboration with the OED	September 2007
<ul style="list-style-type: none"> <li>○ Define protocols for consultation with, and participation of, internal and external stakeholders (especially partner countries) and beneficiaries;</li> </ul>	Agree	Evaluation in collaboration with the OED	September 2007
<ul style="list-style-type: none"> <li>○ Address issues that are specific to UNICEF's work which have implications for the evaluation function (HRBAP, RBM, CCC etc).</li> </ul>	Agree	Evaluation in collaboration with the OED	September 2007
<b>Evaluation Resources</b>			
ix. The Panel recommends that evaluation should be considered a core function for UNICEF, similar to Audit. To strengthen independence and credibility of the evaluation function at all levels, and to ensure adequate evaluation coverage, a more predictable budget should be provided. Specific suggestions include:	This recommendation will be considered in the context of the organizational review, the budget guidelines for the biennium 2008-2009 and incorporated in the new comprehensive policy on evaluation in UNICEF	OED	September 2007
<ul style="list-style-type: none"> <li>• Regular Resources assigned to the evaluation function both in HQ and in the field should be increased.</li> </ul>	This recommendation will be considered in the context of the organizational review, the budget guidelines for the biennium 2008-2009 and incorporated in the new comprehensive policy on evaluation in UNICEF	OED with the support of DFAM and other UNICEF Divisions/Offices	September 2007

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<ul style="list-style-type: none"> <li>The Regular Resources should be sufficient to cover strategic evaluations on corporate priorities.</li> </ul>	<p>This recommendation will be considered in the context of the organizational review, the budget guidelines for the biennium 2008-2009 and incorporated in the new comprehensive policy on evaluation in UNICEF</p>	<p>OED with the support of DFAM and other UNICEF Divisions/Offices</p>	<p>September 2007</p>
<ul style="list-style-type: none"> <li>Other Resources should be committed for strengthening internal evaluation capacity at all levels and for evaluation capacity development of country partners.</li> </ul>	<p>This recommendation will be considered in the context of the organizational review, the budget guidelines for the biennium 2008-2009 and incorporated in the new comprehensive policy on evaluation in UNICEF</p>	<p>OED with the support of DFAM and other UNICEF Divisions/Offices</p>	<p>September 2007</p>
<p>x. Regional office allocations for evaluation should be sufficient to support thematic and strategic evaluations, quality assurance of evaluations at the country level and professional networking activities.</p>	<p>This recommendation will be considered in the context of the organizational review, the budget guidelines for the biennium 2008-2009 and incorporated in the new comprehensive policy on evaluation in UNICEF</p>	<p>OED with the support of DFAM and other UNICEF Divisions/Offices</p>	<p>September 2007</p>
<p><b>Evaluation Coverage</b></p>			
<p>xi. Consideration should be given to identifying explicit criteria for selection of evaluations that will ensure good coverage of UNICEF's corporate priorities. These criteria should guide the selection of evaluations at all levels. They should be related to the organization's strategic and programming priorities in order to inform decision-making and investment in a timely manner.</p>	<p>The Evaluation Office will clarify the criteria for good coverage and include them in the new evaluation policy document to be submitted to the Executive Board</p>	<p>Evaluation Office in consultation with OED and the Evaluation Committee</p>	<p>March 2007</p>
<p><b>Results-based Management</b></p>			
<p>xii. To enhance the relevance of evaluations for assessing results, efforts to strengthen the use of performance measurement systems identified within the Integrated Monitoring and Evaluation Framework (at HQ level) and Integrated Monitoring and Evaluation Plans (at regional and country levels) should be given high priority.</p>	<p>The Evaluation Office will include the intent of this recommendation in the Executive Directive.</p>	<p>Evaluation Office in consultation with OED and the Evaluation Committee</p>	<p>September 2007</p>
<p>xiii. Consideration should be given to mandatory use of end-of-project/programme evaluations when an approach or methodology is being piloted. It is also recommended that aggregation of evaluation information should be integrated within the RBM system to assess performance at the organizational level, ensure accountability and provide information for learning.</p>	<p>The Evaluation Office will include the intent of this recommendation in the Executive Directive.</p>	<p>Evaluation Office in consultation with OED and the Evaluation Committee</p>	<p>September 2007</p>

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<p>xiv. Consideration should be given to:</p> <ul style="list-style-type: none"> <li>• Mandatory training on results-oriented monitoring and evaluation;</li> </ul>	<p>The Evaluation Office will include the intent of this recommendation in the Executive Directive.</p>	<p>Evaluation Office in consultation with OED and the Evaluation Committee</p>	<p>September 2007</p>
<ul style="list-style-type: none"> <li>• Formal participation of evaluation officers at the project/ programme design stage when possible to strengthen evaluability;</li> </ul>	<p>See above</p>		<p>September 2007</p>
<ul style="list-style-type: none"> <li>• Use of an Integrated Monitoring and Evaluation Plan (IMEP) at the regional level;</li> </ul>	<p>See above</p>		<p>September 2007</p>
<ul style="list-style-type: none"> <li>• Greater scrutiny by Regional Offices of country IMEPs and evaluation TOR.</li> </ul>	<p>See above</p>		<p>September 2007</p>
<p><b>Quality Assurance</b></p>			
<p>xv. Organizational links and accountability for quality assurance of all evaluations (most notably at the country and regional levels) should be more clearly defined and implemented at all levels. In particular, the EO's role in assuring quality of evaluations carried out at the regional level should be specified and adequately resourced.</p>	<p>The Evaluation Office will include the intent of this recommendation in the Executive Directive.</p>	<p>Evaluation Office in consultation with OED and the Evaluation Committee</p>	<p>September 2007</p>
<p>xvi. UNICEF management should give higher priority to strengthening the capacity of Regional Offices to provide technical support, oversight and quality assurance to evaluations carried out at the country level, including opportunities for professional networking.</p>	<p>The Evaluation Office will include the intent of this recommendation in the Executive Directive and in the regional office management plans of the next biennial budget.</p>	<p>Regional Offices in consultation with OED and the Evaluation Committee and the Programme Review Committee.</p>	<p>September 2007</p>
<p>xvii. To increase the credibility of evaluations at the country level, advocacy and fund-raising should be separated from the evaluation function to the extent possible.</p>	<p>The Evaluation Office will include the intent of this recommendation in the Executive Directive.</p>	<p>Evaluation Office in consultation with OED and the Evaluation Committee</p>	<p>September 2007</p>
<p><b>Management Response and Plans of Action</b></p>			
<p>xviii. Efforts to document and track management response to evaluations at the decentralized levels should be strengthened. The tracking system should be designed in such a way that it is also possible to follow-up at reasonable intervals to assess the impact of evaluation recommendations.</p>	<p>The Evaluation Office will include the intent of this recommendation in the Executive Directive.</p>	<p>Evaluation Office in consultation with OED and the Evaluation Committee</p>	<p>September 2007</p>

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<b>UNICEF Evaluation Office</b>			
<b><i>Evaluation Policy</i></b>			
xix. The EO should update previous policy statements on evaluation into a comprehensive policy document that is consistent with UNEG Norms and Standards. Stakeholders, including partner countries, should be consulted in updating the policy.	An updated comprehensive policy could be submitted for consideration by the Executive Board in June 2007	Evaluation Office in consultation with OED OSEB and the Evaluation Committee	Final Draft to be ready by end of March 2007  Draft to be reviewed by the Evaluation Committee in January 2007
xx. The EO should prepare an Executive Directive on the updated evaluation policy to ensure its implementation throughout the organization.	The Evaluation Office will prepare an Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
<b><i>Reporting on the Evaluation Function</i></b>			
xxi. It is recommended that the Director of the Evaluation Office should report on the implementation of the evaluation policy in the biennial report on the evaluation function which is presented to the Executive Board.	The Evaluation Office will implement the recommendation	Evaluation Office	June 2008
xxii. It is also recommended that the Director of the Evaluation Office should put more emphasis on lessons learned from evaluations in the biannual report on the evaluation function which is presented to the Executive Board.	The Evaluation Office will implement the recommendation	Evaluation Office	June 2008
<b><i>Evaluation Work plan</i></b>			
xxiii. The Panel recognizes that the EO's current focus on institutional reviews is strategically important at present. However, in the future, it is recommended that the EO give more emphasis to evaluation of development effectiveness in strategic policy and programme areas.	The Evaluation Office will implement the recommendation when it will prepare its next quadrennial plan	Evaluation Office	December 2008

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xxiv.	It is recommended that the EO develop a costed evaluation work plan which includes all EO evaluations, capacity development activities at the regional and country level, dissemination of evaluation results and lessons learned, and other items as appropriate.	The Evaluation Office will implement the recommendation when it will prepare its next biennial office management plan	Evaluation Office	September 2007
<b>Quality Assurance</b>				
xxv.	Existing materials for training, guidance and support should be reviewed by the EO and supplemented as necessary to improve the quality of evaluations at the regional and country levels.	The Evaluation Office will implement the recommendation when it will prepare its next biennial office management plan	Evaluation Office	September 2007
xxvi.	Consideration should be given to strengthening guidance on the following issues:	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
	<ul style="list-style-type: none"> <li>• a Code of Conduct for evaluators;</li> </ul>	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
	<ul style="list-style-type: none"> <li>• options to increase participation by stakeholders (especially beneficiaries) in evaluations;</li> </ul>	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
	<ul style="list-style-type: none"> <li>• assessment of issues arising from the human-rights based approach;</li> </ul>	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
	<ul style="list-style-type: none"> <li>• disaggregation of results information according to sex;</li> </ul>	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
	<ul style="list-style-type: none"> <li>• assessment of gender equality issues, especially how results affect women/ girls and men/boys;</li> </ul>	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
	<ul style="list-style-type: none"> <li>• scrutiny of consultant qualifications and suitability;</li> </ul>	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
	<ul style="list-style-type: none"> <li>• training on evaluation reporting standards;</li> </ul>	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
	<ul style="list-style-type: none"> <li>• compliance with the requirement to provide all evaluations to the EO for quality review.</li> </ul>	The Evaluation Office will include the intent of this recommendation in the Executive Directive.	Evaluation Office in consultation with OED and the Evaluation Committee	September 2007
<b>Dissemination</b>				
xxvii.	It is recommended that the EO should develop a strategy for dissemination of evaluation results and lessons learned in order to strengthen knowledge sharing within the organization.	The Evaluation Office will develop a strategy for dissemination and will include the intent of this recommendation in its next biennial work plan.	Evaluation Office in consultation with other UNICEF Divisions/Offices	September 2007