



The 2018 evaluation policy of UNICEF

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Outline of the revised Evaluation Policy

- 1. Purpose, status and scope of the policy**
 - 2. Rationale for a revised policy**
 - 3. Definition and purpose of evaluation**
 - 4. Evaluation norms and standards**
 - 5. Evaluation procedures and quality assurance**
 - 6. Enhancing the use of evaluations**
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 - 10. National Evaluation Capacity Development**
 - 11. Resources**
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Purpose of evaluation

Evaluation serves UNICEF's mission, and supports the organization in the delivery of programmes to fulfil the rights of all children; as well as the broader principles and values of the UN, including commitment to human rights and gender equality, and the attainment of the SDGs.

Evaluation Purpose



Learning: to support better decision making and promote *learning for continuous improvement* in delivery of results for children



Accountability: to help improve *performance management and accountability* for results at all levels; improve accountability for learning from evaluations in the organization



Improved national evaluation capacity: *supporting countries to assess and enhance progress* in achieving the SDGs and fulfilling children's rights

Theory of Change for the Evaluation Function

Approaches

Improving independence impartiality and credibility of all evaluations

Improving quality-assurance mechanisms and processes

Using gender and human rights-responsive methods in all evaluations to understand impacts on all, including the most disadvantaged

Adopting innovative approaches to deliver evaluations that are timely and respond to organizational needs.

Enabling the use of evaluation results

Professionalizing the evaluation role within UNICEF

Supporting national evaluation capacity development and Sustainable Development Goal evaluation, especially through inter-agency partnerships

Impact

UNICEF and its partners deliver effectively on attaining the Sustainable Development Goals and the Strategic Plan targets towards the realization of the rights of every child, especially the most disadvantaged.

Outcome

Evaluation evidence is systematically used for learning and accountability, guiding the effective design and implementation of programmes in UNICEF, and supporting decision-making by partners for improving child well-being.

Outputs

Independent, credible and useful evaluations at the corporate, regional and country levels (humanitarian, development and institutional) delivered in line with coverage norms

Effective knowledge management of evaluation evidence

Demand generated for evaluation evidence and its use within UNICEF, the Executive Board, and amongst its partners

Drivers/inputs

- Evaluation policy
- Evaluation planning (corporate, global, regional, country levels)
- Evaluation resources (human, financial)
- Guidance and tools on effective evaluation
- Evaluation quality-assurance systems and processes
- Systems for monitoring evaluation activities, including key performance indicators at all levels
- Partnerships for evaluation, including for country-led and joint evaluations
- Evaluation capacity development within UNICEF and its partners

Assumptions and risks

Organizational leadership and support

Sustainable and predictable funding for evaluation

Availability of skilled human resources

Evaluable policies and programmes

The building of an evidence culture in UNICEF

Timely presentation of management responses to the Executive Board and timely follow-up action

Adoption of monitoring and research norms and standards for the organization

Continuous application of the audit charter.

Evaluation norms and standards

The policy makes clear provisions for all the general norms of UNEG as follows:

**Internationally agreed principles,
goals and targets**

Utility

Credibility

Independence

Impartiality

Ethics

Transparency

**Human Rights and Gender
Equality**

National Evaluation Capacities

Professionalism

Evaluation coverage norms

The policy establishes coverage norms, responsibility for quality assurance and learning for types of evaluations and reviews, as follows:

Country Programme Evaluations

Country office-level thematic evaluations

Evaluation of humanitarian action

Corporate evaluations

Evaluability assessments, evaluation syntheses, meta-evaluations

Reviews in support of policies, plans and strategies

Regional level multi-country evaluations

Joint United Nations and system-wide evaluations including UNDAFs and joint programmes, and the Strategic Plan common chapter

Country-led evaluations

Enhancing the Use of Evaluations

- **Linking evaluations to planning cycles, and to review and advocacy initiatives**
 - **Credibility, rigor, impartiality**
 - **Timeliness**
 - **Technologies to advance the use of evaluations**
 - **Formal management response and periodic assessment of the implementation of management responses**
 - **Knowledge Management; Complementarity with other accountability learning functions - Monitoring and broader results-based management, research, and audit.**
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National Evaluation Capacity Development



Support national authorities to evaluate their own programmes and to strengthen their evaluation capacity, including partnerships with evaluation units of child-focused departments



Work with a range of stakeholders including government partners, evaluation associations and networks, other civil society organizations, parliamentarians, other UN agencies



Support centres of excellence that produce impartial evidence

System-wide evaluation and support for partnerships

- UNICEF will collaborate with UNEG to respond to UNGA resolutions on system-wide evaluation.
 - UNICEF will seek out opportunities with other UN agencies and, at the country level, in consultation with national Governments, for the joint evaluation of joint programmes, the common chapter of the Strategic Plan, 2018–2021 and the UNDAF.
 - UNICEF remains committed to improving its performance against key indicators set out in the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, the aim of which is to ensure that gender analysis is used to inform evaluation findings, conclusions and recommendations.
 - UNICEF will support the work of UNEG in enhancing partnerships for evaluation.
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Governance of Evaluation (see details in policy)



- *Executive Board*
- *Executive Director*
- *Director of Evaluation*
- *The Audit Advisory Committee*
- *Evaluation Advisory Panel*



- *Global Evaluation Committee*
- *Headquarters Division Directors*
- *Regional Directors*



- *Regional Evaluation Advisers*
- *Country Representatives*
- *Country Office Evaluation Specialists*

Resources- Financial Resources

- Allocate *at least* 1 per cent of its overall programme expenditure to evaluation.



- Establish a pooled fund to support innovation, professionalization, multi country capacity development, strategic evaluations.



- The Costed Evaluation Plan forms the basis for resource allocation decisions.
- Actual budget allocations for evaluation should reflect the aims set out in the Costed Evaluation Plan and the types of evaluation needed to generate evidence of the required quality



The pool fund for evaluations

- In line with Executive Board decisions, UNICEF has committed to increasing evaluation spending from 0.6% in 2014-2017 to at least 1% in 2018 and beyond.
 - Current estimates indicate a need to invest an additional \$20m to \$22m a year for all levels of the organization to meet the 1% target. The pool fund is an important instrument for this.
 - Main source of funding is Regular Resources. UNICEF will also continue to identify resources within the approved Institutional Budget to further strengthen the evaluation function and related proposals presented at the MTR of the Strategic Plan and Integrated Budget
 - For purposes of transparency, activities and expenditure will be reported annually in the Annual Report on the Evaluation function.
 - The proposal will have no impact on the cost recovery rate
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Implementation of the evaluation policy



An Executive Directive will outline implementation responsibilities



Implementation review through annual reports



Annual report to the Executive Board



An independent review on the performance of the policy should be undertaken in 2022

Impact

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Outcome

Evaluation evidence is systematically used for learning and accountability, guiding the effective design and implementation of programmes in UNICEF, and supporting decision-making by partners for improving child well-being



THANK YOU!

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