Robert McCouch, Director of Evaluation

UNICEF Executive Board – Informal briefing – 18 May 2023
Item 9: Annual report for 2022 on the evaluation function in UNICEF
Reference document: E/ICEF/2023/18
Background and context

- Shifts in operating environment
- Vision paper for the evaluation function
- UNEG independent Peer Review
  https://www.unicef.org/evaluation/
- Review and revision of UNICEF evaluation policy (2018)
- Significant progress, new and emerging challenges
Areas of significant progress

• Successful recruitment on key evaluation positions

• Scale-up of innovative evaluation approaches

• Significant advances in national evaluation capacity development

• Significant advances in impact evaluation

• Launch of independent Peer Review and corresponding review and revision of the UNICEF evaluation policy

• Completion of *Evaluability assessment and formative evaluation of the UNICEF Strategic Plan, 2022-2025* (in first 6 months of the Strategic Plan 2022-2025)
### Other major milestones in 2022

| Indicator 10 |
|-----------------|-----------------|-----------------|
| Meets Requirements | Exceeds Requirements | Approaches Requirements |
| Number of evaluations managed jointly with other UN agencies between 2021 and 2022 | +40% | |
| Number of evaluations covering gender equality between 2021 and 2022 | +10% | |
| Number of dedicated evaluations of Level 3 humanitarian response between 2021 and 2022 | +50% | |
| Number of dedicated evaluations of Level 2 humanitarian response between 2021 and 2022 | +3200% | |
Areas for improvement in 2023

-2%  
Decrease (from 5 to 3) for Impact Evaluations as a % of all UNICEF evaluations between 2021 and 2022

-0.3  
Decrease (from 3.6 to 3.3) in the quality mean score out of 5 between 2021 and 2022

+22%  
Number of overdue Evaluation Management Responses (EMRs) (from 5 to 27) between 2021 and 2022

30%  
Percentage of planned headquarters evaluations completed in 2022
Area of significant concern
Management Response Timeliness

Timeliness of management response, 2018–2022

- Percentage of evaluations resulting in a management response:
  - 2018: 99%
  - 2019: 99%
  - 2020: 100%
  - 2021: 47%
  - 2022: 73%

Legend:
- Green: Management response submitted
- Yellow: Management response not yet submitted, but 60-day window still open at time of reporting
- Red: No management response submitted after 60 days
Area of significant concern
Quality of evaluation

Evaluation Quality, 2016–2022

- **1-Unsatisfactory**
- **2-Fair**
- **3-Satisfactory**
- **4-Highly satisfactory**
- **5-Exceptional**

<table>
<thead>
<tr>
<th>Year</th>
<th>1-Unsatisfactory</th>
<th>2-Fair</th>
<th>3-Satisfactory</th>
<th>4-Highly satisfactory</th>
<th>5-Exceptional</th>
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</thead>
<tbody>
<tr>
<td>2016</td>
<td>1</td>
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<td>2017</td>
<td>12</td>
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<td>51</td>
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<td>2018</td>
<td>14</td>
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<tr>
<td>2019</td>
<td>1</td>
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<td>60</td>
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<tr>
<td>2020</td>
<td>4</td>
<td></td>
<td>54</td>
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<tr>
<td>2021</td>
<td>2</td>
<td></td>
<td>62</td>
<td></td>
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<tr>
<td>2022</td>
<td>3</td>
<td></td>
<td>41</td>
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Number of evaluations
Area of significant concern

Gender equality and empowerment of women

Area of significant concern

Overall expenditure reported as being related to evaluation

UNICEF expenditure reported as evaluation, in millions of United States dollars and as a percentage of total budget allocation, 2018–2022

- 2018: 50
- 2019: 56
- 2020: 51
- 2021: 66
- 2022: 55

Percentage:
- 2018: 0.81
- 2019: 0.86
- 2020: 0.78
- 2021: 0.91
- 2022: 0.59
## Area of significant concern

Activities reported as evaluation expenditure

<table>
<thead>
<tr>
<th>Activities</th>
<th>Expenditure (in United States dollars)</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Activities directly related to evaluation</td>
<td>38,073,275</td>
<td>70%</td>
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<tr>
<td>Data and surveys</td>
<td>3,505,294</td>
<td>6%</td>
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<td>Planning and programme reviews</td>
<td>1,755,344</td>
<td>3%</td>
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<td>Monitoring</td>
<td>1,294,542</td>
<td>2%</td>
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<tr>
<td>Research</td>
<td>264,703</td>
<td>1%</td>
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<tr>
<td>Evidence generation</td>
<td>612,357</td>
<td>1%</td>
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<td>Systems strengthening</td>
<td>4,187,139</td>
<td>8%</td>
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<tr>
<td>Other</td>
<td>5,128,126</td>
<td>9%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>54,820,780</strong></td>
<td><strong>100%</strong></td>
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Key priorities in 2023

1. Predictable and adequate resourcing for the function

2. Enhancing the maturity of the evaluation function in the organization

3. Strengthening accountability mechanisms and clarifying roles and responsibilities
Thank you.