Plan for global evaluations, 2022–2025

Robert McCouch
Director of Evaluation

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Item 8: Plan for global evaluations, 2022–2025
Reference document: E/ICEF/2022/3
OBJECTIVES, PURPOSE AND KEY FEATURES

The plan for global evaluations, 2022–2025, aims to ensure optimal learning and accountability across the full breadth of UNICEF work by pre-identifying global evaluations foreseen as being most crucial this quadrennium.

- Anchored in foundational sources of normative guidance
- Bases evaluation selection on balanced approach: independent identification of learning and accountability needs and internal and external consultation
- Emphasizes impact-level results and the role of evaluation in advancing results at this higher level
- Organized into 4 evaluation portfolios and 2 cross-cutting portfolios
- Includes joint, inter-agency and system-wide evaluations
- Identifies other key priorities
- Articulates guiding principles and strategies for the quadrennium
- Describes overall resource requirements to implement the plan
- Identifies risks potentially affecting the function
GUIDING PRINCIPLES AND STRATEGIES

GUIDING PRINCIPLES

• Quality, credibility, timeliness, utility and use

• Broad internal and external consultation

• Urgency of the Decade of Action

• Integration

• Managed coordination and collaboration with complementary knowledge functions

• Creativity and innovation

STRATEGIES

Overall strategy:

Leverage evaluative evidence where, when and how it will matter most to help UNICEF and its partners make the greatest difference in the Decade of Action:

• Identify evaluation topics with greatest value-add to organizational learning and accountability, including through impact measurement, where appropriate and feasible

• Pursue a genuinely whole-of-evaluation-function

• Strengthen partnerships

• Place greater emphasis on national evaluation capacity development

• Scale up creative, innovative and agile approaches
## PLANNED EVALUATIONS

### Distribution of evaluation topics (excluding evaluations rolled over from 2021)

<table>
<thead>
<tr>
<th>UNICEF Strategic Plan, 2022–2025 component</th>
<th>Number of evaluation products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Area 1</td>
<td>4</td>
</tr>
<tr>
<td>Goal Area 2</td>
<td>4</td>
</tr>
<tr>
<td>Goal Area 3</td>
<td>5</td>
</tr>
<tr>
<td>Goal Area 4</td>
<td>3</td>
</tr>
<tr>
<td>Goal Area 5</td>
<td>5</td>
</tr>
<tr>
<td>Humanitarian action</td>
<td>3</td>
</tr>
<tr>
<td>Institutional effectiveness</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31</strong></td>
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</tbody>
</table>

- Plan includes both formative and summative evaluations.
- Plan contains other evaluative exercises (e.g., 7 evaluability assessments, 3 evaluation reviews and syntheses).
- Plan identifies 5 new joint and inter-agency evaluations and many other joint evaluative exercises; this number will increase.
- **Resource framework** is provided as a general guide, with flexibility required to meet ad hoc demands and to allow for participation in joint evaluations.
- Currently excluded from the humanitarian action portfolio are Level 3 and inter-agency/joint humanitarian evaluations.
- Humanitarian action and equity will be mainstreamed, mirroring the Strategic Plan, 2022–2025 (and UNEG normative guidance).
OTHER KEY PRIORITIES

- **Strengthening evaluation of country programme results**: grounding evaluations in United Nations Sustainable Development Cooperation Frameworks, jointly enhancing support to country-focused evaluation with partners

- **Joint and inter-agency evaluations**: in keeping with the interconnectedness of the Sustainable Development Goals and the United Nations system reform

- **Enhancing strategic evaluation partnerships**: focusing on partnerships maximizing the contribution of evaluation to the Sustainable Development Goals and children’s rights

- **Supporting national evaluation capacity**: to establish/improve national systems for evaluating progress on the Sustainable Development Goals and for being well-equipped consumers of evaluative evidence

- **Expanding innovations, new methods and impact evaluations**: adapting methods to diverse programme contexts

- **Learning and knowledge exchange**: on emerging evaluative evidence, partnering with academic institutions to promote learning for the humanitarian-development sector as a whole

- **Enhancing evaluation quality and oversight**: through facilitation, guidance, tools, training and improved systems, enhancing evaluation skills and competencies among staff and national partners.
RISKS

- **Shortfalls in reaching resource mobilization targets for evaluation**, not least of all in relation to resourcing of the Evaluation Pooled Fund, which is vital to complement the effort made by UNICEF to fund capacities at decentralized level

- **Inability to fulfil Executive Board decision to set aside 1 per cent** of the programme budget for evaluation

- **Delays in the execution of evaluations**, owing to the COVID-19 pandemic or to other external constraints

- **Low implementation and/or delays in management responses** that are consistently timely, well targeted and meaningful

These and other emerging risks and challenges will be **regularly monitored and addressed** through active, adaptive management.
Thank you.