

Corporate Implementation Framework for the UNICEF Evaluation Policy 2018

Objectives of the Corporate Implementation Framework

1. The Corporate Implementation Framework for the 2018 Evaluation Policy sets out how the policy will be implemented through specific actions by different actors within UNICEF. The Framework sets out targets and indicators for these actions to support implementation of the evaluation policy. The Framework will also help to identify what guidance will be needed (either new guidance or updated existing guidance) to support implementation of the policy. It will be subject to regular review on the basis of lessons in implementation.

Background

2. UNICEF's Evaluation Policy of 2018 adds a number of new elements to the previous policy, in particular the strong emphasis on the need to apply the UNEG evaluation norms and standards across the organisation; new coverage norms for evaluations undertaken at country level, including the introduction of Country Programme Evaluations; an additional funding mechanism; and enhanced efforts to build evaluation capacity within UNICEF.

3. The Executive Director issued in October 2018 the Procedure on the implementation of the 2018 UNICEF Evaluation Policy. Specifically, this contains procedure statements on:

- Coverage benchmarks
- Timeliness of evaluations
- Quality assurance
- Enhancing use of evaluation
- Evaluation funding

4. The Procedure also sets out accountabilities for implementation which apply to:

- Division Directors
- Regional Directors
- Country Representatives
- The Director of Human Resources
- The Director of Evaluation
- Regional Evaluation Advisors
- Country Office staff with evaluation responsibilities
- The Global Evaluation Committee

5. Key tools for implementation of the policy are:

- CPMPs, OMPs and PBR (Regional and Country level)
- UNICEF evaluation management system (for planning and monitoring evaluations and management responses)
- Regional evaluation action plans
- Costed Evaluation Plans at all levels
- Evaluation planning and information management system

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- Evaluation quality assessment system

6. The Procedure also notes the steps to be taken to report on implementation of the evaluation policy, specifically:

- Revised Key Performance Indicators (which will be accompanied by updated or new guidance key components of the policy issued by the Evaluation Office)
- Evaluation Office Annual Report (which will include highlights of regional evaluation work)
- Country, Regional and Division¹ annual reports

7. The framework set out below takes the Policy and Procedures a step further and identifies key actions along with targets and indicators for implementation. These actions are identified at all levels of the organisation. The Framework is organised around the drivers of change for evaluation identified in the UNICEF 2018 Evaluation Policy Theory of Change (see Annex 1 for the theory of change). The Framework will be reviewed in a collective manner at the global evaluation meeting.

¹ For HQ Divisions, this would be focused on management responses and utilization of evaluations

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Drivers of change	Tools/ processes/actions	Lead Responsibility	Timeline	Targets/ indicators
Evaluation policy	Policy drafting	Director of Evaluation	Nov 2017- June 2018	Policy endorsed by Executive Board in June 2018
	Ex Board Consultations	Director of Evaluation	Dec 2017- Mar 2018	
	Procedural guidance issued by Executive Director	Director of Evaluation	June 2017 – Sept 2017	ED guidance issued
	Evaluation Policy Implementation Framework agreed in consultation with Regional Evaluation Advisers	Director of Evaluation	Sept 2018 – Dec 2018	Implementation Framework issued
Corporate Evaluation planning	Preparation of Global Plan for Evaluations	Evaluation Office	Jan 2018	Policy coverage norms are met for corporate evaluations
	Annual update	Evaluation Office	Annually (March)	
	Mid-point review	Evaluation Office	Late 2019 – early 2020	
Regional Evaluation Planning	Preparation of Regional Roadmap/action plan for Evaluation Policy Implementation	REAs	By Q1 2019	Completed Roadmaps consistent with Evaluation Policy
	Review of Country level evaluation plans/ activities to assess consistency with coverage norms	REAs Country Representatives	Q1 2019 (during 2019 work/IMEP planning)	Evaluation elements of IMEP uploaded to EISI
	Identification of themes and opportunities for synergy in evaluations within and across regions	REAs (intra-region) Evaluation Office (inter-region)	Ongoing	Number of multi-country evaluations Number of corporate evaluations by SP Focus Area
Country office	Update/ clarification of CEP guidance (ensuring clarity on	Evaluation Office with	Q1 2019	

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evaluation planning	coverage norms, clarity on status of CEP, frequency of update for CEPs and its status as a tool to identify evidence gaps)	OSEB		
	Preparation of CEPs for new CPDs according to guidance	Country Representative (CEP preparation) RD (Oversight) REA (QA)	Ongoing	Policy coverage norms are met at country level
	Revise existing CEPs to address evaluation policy coverage norms	Country Representative (revision) RD (Oversight) REA (QA)	Q1 2019	Increased implementation rate of CEPs
Evaluation quality-assurance and quality assessment systems and processes	Undertake a review of evaluation QA standards and systems	Evaluation Office	Report by end Q2 2019	Enhanced quality of evaluations and increased number of submissions rated highly satisfactory and satisfactory.
	Revise and guidance on QA for the evaluation function to guide implementation of the recommendations from QA review	Evaluation Office REAs Country evaluation staff	Q3-Q4 2019	
	Undertake a review of GEROS	Evaluation Office	Q2 2019	
	Prepare a forward-looking LTA for GEROS	Evaluation Office	Q2 2019	
	Institute awards for most successful and influential evaluations	Evaluation Office	Ongoing	

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Guidance and tools on effective evaluation (independent, credible, useful evaluations)	UNICEF specific ² guidance on conducting effective evaluations.	Evaluation Office	Q1 – Q4 2019	Revised guidance issued
	Review/ update guidance on specific elements of effective evaluation (including utilisation of UNEG guidance where available): <ul style="list-style-type: none"> - Gender equality analysis in evaluations - Perspectives of young people in evaluations - Humanitarian evaluation - New types of data, incl big data, and evaluation - Addressing the question “Is UNICEF making a difference” (“impact”) in evaluation - Learning oriented management response formulation and implementation 	Evaluation Office and REA co-leads: EO and REA EO and REA EO and REA EO and REA EO and REA EO and REA		
	Guidance for conducting Country Programme Evaluations	Evaluation Office and Regional Evaluation Advisers	Q1 2019	Guidance issued
	Share practical tips on how to fulfil independence requirements in Country Office (based on ECARO RD instructions)	Evaluation Office (ECARO REA contributing)	Q1 2019	
	Review evaluability assessment guidance to allow a more hands-on and timely approach.	Evaluation Office (EAPRO REA	Q2 2019	

² Where appropriate UNEG guidance exists, this can be utilized

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		contributing)		
Evaluation resources	Monitor allocation and disbursement of funds earmarked for evaluation, towards the 1% target	REAs Evaluation Office	Ongoing	
	Establish pooled fund for evaluation activities	Evaluation Office	Q1 2019	Pooled funds disbursement rate/ expenditure rate
	Agree criteria for allocation of funds; disbursements period; replenishment	Evaluation Office GEC	Q1 2019	Disbursement meets criteria
Systems for monitoring evaluation activities including KPIs at all levels	New KPIs agreed for the 2018 Evaluation Policy	Evaluation Office REAs	Q1 2019	New KPIs being monitored
	Update of key monitoring systems (EO, Evaluation Dashboard, Insight Scorecard, Country office dashboard) according to new KPIs and towards real time monitoring of evaluation performance	Evaluation Office	By Q1 2019	New evaluation indicators appear in the Performance Scorecard and Insight Dashboard
	Revamp evaluation annual report to include inputs from regions and countries and in support of the evaluation policy	Evaluation Office	Q1 2019	Annual report of the evaluation function issued in new format
	Update taxonomy, including how to classify component parts (e.g. baseline studies for impact evaluations), and how to rectify misclassifications	Evaluation Office (ROSA REA leading)	Q1 2019	New taxonomy available
Evaluation capacity development within UNICEF and its	Develop human resources approach for the evaluation function (including job profiles, talent pool, onboarding, mentoring, rotation, etc)	Evaluation Office Division of Human Resources	Q2 2019	HR strategy
	Establishing multi-country evaluation positions	EO/RO	Ongoing	Number of positions established

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partners	Establish LTAs to fill capacity gaps and to expedite timely conduct of evaluations	EO/SD/RO/CO	Q2	LTAs available
	Establish partnership for evaluation capacity development initiative	Evaluation Office	By end 2018	Evaluation capacity development course established
	Undertake capacity assessment for all members of the evaluation function	Evaluation Office Division of Human Resources	Q1 2019	Individual skill gaps identified to feed into development of capacity development modules
	Identify learning institution to deliver capacity development initiative	Evaluation Office Regional Offices	First courses, Q2-Q4 2019 Repeat annually	% of staff members receiving training online and in-person (based on target of number of staff who would benefit)
	Deliver evaluation capacity development course for UNICEF Staff	Evaluation Office	Q3-4 2019 Q1-Q2 2020	
	Introduce onboarding programme for new evaluation staff	Evaluation Office	Q3-4 2019	% new evaluation staff on-boarded
	Introduce mentoring initiative for the evaluation function	Evaluation Office	Q3-4 2019	Number of staff on mentoring initiative
Enhancing learning from evaluations	Partner on revision of PPP to enhance the incorporation lessons from evaluations into country programme documents	Evaluation Office, FRG, Country Office	Ongoing	Percentage of new CPDs approved by the Executive Board that have been assessed as “good” to “high quality” in terms of incorporating evaluation findings and lessons learned
	Review/ update of EMR guidance from a learning perspective	Evaluation Office	Q1 2019	Guidance issued

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	Introduce evaluation lessons learned webinars, seminars and brown bags	Evaluation Office Regional Office County Office	Ongoing	Number of evaluation lessons learned webinars organised
Enhancing communication on the evaluation function	Revamped evaluation internet and intranet site following clearance from DOC for site template	Evaluation Office	Q1 2019	New internet and intranet site launched
	Establish Evaluation Office social media presence following clearance from DOC	Evaluation Office	Q1 2019	Evaluation Office has twitter, Facebook and LinkedIn presence
	Disseminate evaluations and EMRs through the public website	Evaluation Office	Ongoing	Evaluations disseminated through the public website
	Develop strategy to stimulate demand for evaluations, including through better sharing of useful, influential evaluations	Evaluation Office	Q2 2019	

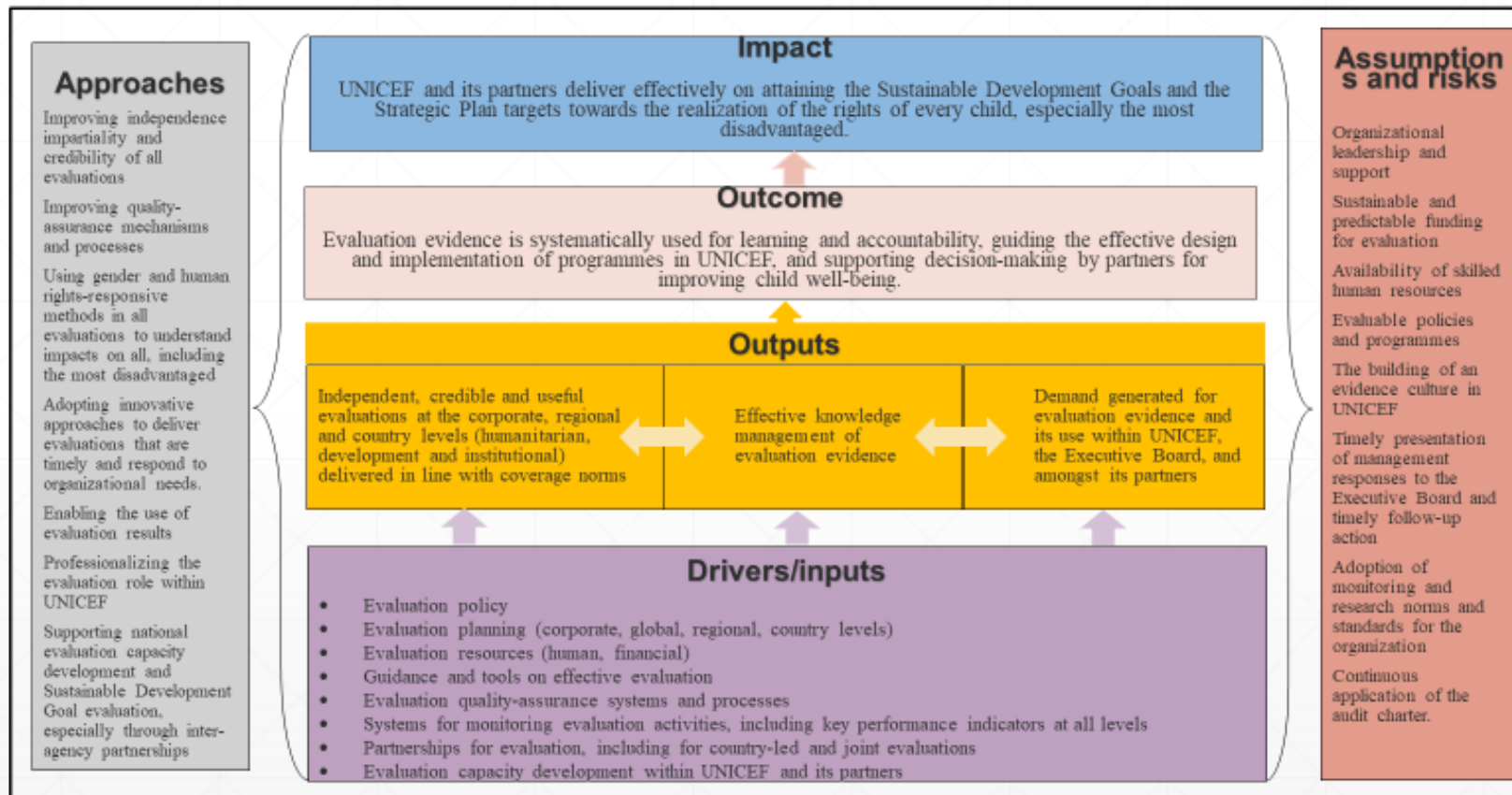
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Annex 1

Theory of Change for the Evaluation Function



Template for Regional Evaluation Roadmap

- Regional context, including particular themes important in the region, and any commonalities across country programmes
- Review of planned country level evaluations against the 2018 Evaluation Policy – what the coverage norms would require based on the benchmarks in the policy – thematic evaluations, country programme evaluations, country led evaluations
- Plans to strengthen quality assurance in the region; and how these will be maintained (any capacity implications and how they will be met)
- Steps to enhance evaluation dissemination and use
- Potential financial resource implications and proposed mitigating measures
- Potential human resource capacity constraints and proposed mitigating measures
- Brief proposals to advance NECD