

UNICEF Plan for Global Evaluations

Highlights of the 2018-2021 Plan

The UNICEF PGE 2018-21 contributes to:

- Deepening organizational **accountability** and learning throughout the UNICEF Strategic Plan period, 2018–21.
- Supporting the implementation of key **SDG results**.
- The 2016 **Quadrennial Comprehensive Policy Review (QCPR)** of the United Nations system.

The PGE builds on Lessons Learnt from:

- Careful analysis of areas in which evaluation evidence is required in support of achieving the targets of the **Strategic Plan** and the **2030 Agenda**.
- The implementation of the 2014–2017 Plan for Global Thematic Evaluations.
- Recent **assessments** of the evaluation function in UNICEF:
 - The 2017 United Nations Evaluation Group (UNEG) peer review of the evaluation function of UNICEF, and its management response
 - The 2015–2016 Multilateral Organization Performance Assessment Network's (MOPAN) institutional assessment of UNICEF
 - The UNICEF review of development effectiveness, 2012–2015
- **Costed evaluation plans** approved by the Executive Board as part of country programmes of cooperation
- Extensive consultation with the organization and with key **UN Partners**.

The PGE covers a wide range of issues:

- **Sectoral** and **cross-sectoral** themes, such as education in emergencies, child protection systems, as well as humanitarian action and gender equality.
- The UNICEF **Strategic Plan**.
- The UNICEF **Gender Action Plan**.
- Key areas of work included in **Country Programmes** of Cooperation.
- Level 3 **Emergencies**.
- **Development Effectiveness** Reviews.
- **Joint Evaluations** with sister United Nations agencies and other partners.

New approaches of the PGE:

- Increased emphasis on evaluating the work of UNICEF and partners in **humanitarian** situations, backed by timely evaluations for improved learning and accountability.
- More attention to **evaluability** assessment, which will provide evidence for timely programme adjustments.
- Better use of **learning** from evaluation evidence, through more timely and responsive evaluation processes and products.

Scope of the PGE:

- Includes priorities under each of the 5 **Goal Areas** as well as **Change Strategies and Enablers** (organizational performance factors) of the Strategic Plan.
- The evaluation of **humanitarian** assistance is mainstreamed in each component of the plan, in addition to dedicated evaluations of UNICEF response to Level 3 emergencies.
- It includes **support by the Evaluation Office**, namely strengthening quality assurance for, and technical support, to all levels of the organization.
- It does NOT cover evaluations at the regional and country levels, such as described in the Costed Evaluation Plans annexed to CPDs, or Regional Offices' Multi-Country Evaluations.

The PGE followed robust Selection Criteria (I):

Contextual Criteria:

- **Use**, so as to influence initiatives of UNICEF and partners, joint UN programmes.
- Organizational **investment, risks** and evaluation trends and history: substantial investments by the organization.
- **Relevance**: linked to the SP, UNICEF commitment to 2030 Agenda; potential for scale-up and corporate learning; tailored to different programme environments.
- **Demand**: key issues identified by various levels of the organization and partners, analysis of the evaluation topics in the Costed Evaluation Plans of CPDs.
cooperation;
- **Geographical and sectoral coverage**: the evaluation reflects the diversity of UNICEF programmes in terms of geography and sectoral or thematic focus;

The PGE followed robust Selection Criteria (II):

Feasibility Criteria:

- **Causality, attribution and contribution:** opportunity to focus on the unique contributions of UNICEF to the delivery of results for children.
- **Impact:** opportunity to trace the programme logic through to effectiveness and impact measurement.
- **Evaluability:** both in principle (clear programme logic or theory of change) and in practice (measures and data collected in association with programme logic).

The PGE Evaluative Products include:

- Evaluations of all **Level 3 Emergencies** at the corporate level, while working with regional offices to evaluate Level 2 emergencies. In addition, Evaluations of humanitarian action is included under each Goal Area.
- 22 Global **Thematic** Evaluations (11 rolled over from the previous Plan).
- 7 **Evaluability Assessments** of relatively new programmes (1 rolled over).
- 3 Evaluation **Syntheses** and **Reviews**.
- This represents an increase of 11 evaluative products from the previous Plan.

List of PGE Products by Area of Work:

UNICEF Strategic Plan, 2018–2021 component	Number of evaluation products
Goal Area 1: Every child survives and thrives	Six
Goal Area 2: Every child learns	Six
Goal Area 3: Every child is protected from violence and abuse	Five
Goal Area 4: Every child lives in a clean and safe environment	Four
Goal Area 5: Every child has an equitable chance in life	Three (Equity is mainstreamed in all evaluations)
Humanitarian action as a cross-cutting priority	Three (Evaluation of UNICEF work in humanitarian situations also mainstreamed in all Goal Areas, in addition to the evaluation of Level 3 emergencies)
Gender equality as a cross-cutting priority	Evaluation of the Gender Action Plan, 2018–2021 (Gender equality also mainstreamed in all Goal Areas)
Change strategies and enablers	Four (Change strategies and enablers also mainstreamed in all other evaluations)
Joint evaluation products with other United Nations agencies	Five (Joint evaluation products also included in above Strategic Plan components)

Example of how Humanitarian evaluations will be pursued

Every child learns				
Evaluation of the UNICEF contribution to girls' education ^c	2018			
Evaluation of the Out-of-School Children Initiative ^c	2018			
Evaluation of the UNICEF contribution to education in humanitarian situations			2020	
Evaluation of the UNICEF contribution to improved teaching and learning			2020	
Evaluation of the UNICEF contribution to early learning				2021
Evaluability assessment of scaling up inclusive education for children with disabilities				2021
Humanitarian				
Towards improved emergency response: synthesis of UNICEF evaluations of humanitarian action 2010–2016 ^c	2018			
Evaluation of the coverage and quality of the UNICEF humanitarian response in complex environments ^c		2019		
Evaluability assessment of the UNICEF contribution to enhancing humanitarian-development integration			2020	

The PGE contributes to SG Evaluation Strengthening

- **Joint evaluations** with other United Nations entities will yield at least five evaluation products.
- UNICEF working with UN agencies to increase collaboration in the design and execution of evaluations, to **support Secretary-General's efforts** for system-wide strengthening and coordination of evaluations.
- Jointly contribute to **national evaluation capacity development**.
- Also actively support the evaluation of the **UNEG Strategy 2014–2019**.

Other PGE Key Priorities: Methodological Work

- **Updating Methodology to Evaluate Country Programme Results.** The equity focus (leaving no child behind) as a strong feature in the design/implementation of evaluations, and greater links with UNDAF evaluations.
- **Methodological studies:** addressing evaluation challenges, using international best practices, methods and tools delivering credible and timely evaluations.

Other PGE Key Priorities: Partnerships

- **Joint activities with United Nations system:** both development & humanitarian, remain an active member of the Inter-agency Humanitarian Evaluation group.
- **Supporting national evaluation capacity development,** with sister UN agencies: technical assistance, knowledge management and peer exchange.
- **Supporting evaluation partnerships:** EVALSDGs, EvalPartners, Global Parliamentarians Forum for Evaluation, the Active Learning Network for Accountability and Performance in Humanitarian Action.

Other PGE Key Priorities: Quality Support and Oversight

- **Enhancing evaluation quality and oversight:** support country- and regional-office evaluations facilitation - guidance, tools, training and improved systems; enhancement of evaluation skills and competencies among UNICEF staff.
- Establishment of an **external evaluation advisory panel** to provide technical advice upon request.
- Setting up a **pooled fund for evaluations** to reduce its reliance upon non-core resources (other resources) and enhance independence.
- **Accelerating innovation and the use of evaluations:** updating of user-friendly evaluation information systems, integration with other corporate information systems to support innovation in knowledge management and oversight activities.

Implementation and Reporting

- Further scoping work and consultation will be undertaken
- Methods will be identified according to the requirements of the topic, as part of the scoping and design phases of specific evaluation
- The Evaluation Office will work closely with UNEG and other United Nations agencies to respond to the evolving requirements of a system-wide approach to strengthening evaluations
- Innovation and new technology will enhance the use of evaluation more broadly and facilitate the role of UNICEF in supporting national efforts to generate and use evaluation evidence
- Progress in the implementation of the plan for global evaluations, 2018–2021 will be reported in the Annual Report on the UNICEF Evaluation Function, which is presented to the Executive Board each year

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The End