Thematic synthesis report on evaluation of humanitarian action

UNICEF Management Response

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Background

- UNICEF relies on a range of knowledge sources to help it prepare for emergencies and respond to them in ever-better ways - Evaluation forms one critical pillar.

- Increasing evaluation activity related to humanitarian action but there are gaps and challenges.

- Policy developments in the UNICEF Strategic Plan for 2014-2017 and the Transformative Agenda offer opportunities to address these gaps.
The Division of Human Resources (DHR) should include key Evaluation of Humanitarian Action (EHA) elements into training of Country Reps and Deputy Reps; and develop a roster of EHA-qualified monitoring and evaluation staff for surge deployments.
Report Recommendations and Actions (a)

**Action**

• EHA orientation shall be included as a session in the orientation programme for Representatives and Deputy Representatives by the end of 2013.

• EHA awareness will be included in Regional meetings beginning in 2013 and going forward (e.g. Regional Management meetings; Deputy Reps and Operations meetings; Regional Emergency meetings).

• The Pool of EHA qualified candidates for surge deployments will be expanded in 2013.
The Evaluation Office should continue its support for enhancing Evaluation of Humanitarian Action (EHA) capacity at decentralized levels.
Action

- The Evaluation Office, working with Organizational and Development Learning Section (OLDS), will finalise a module on the Evaluation of Humanitarian Action to add to the existing internal online learning course on the “Decentralised evaluation function at UNICEF”.

- This will be available by the end of 2013.
c) EMOPS should follow through on its commitment to embed the humanitarian knowledge management function within the organization.
Action

- Dedicated humanitarian knowledge management and learning capacity has been established in EMOPS.

- An inter-divisional working group has been established to identify knowledge needs and gaps in humanitarian action; establish priorities and strengthen coordination on development and dissemination of planned resources.

- A draft humanitarian knowledge management (KM) strategy will be prepared by the end of 2013, and as a contribution to UNICEF’s Effectiveness and Efficiency review and development of an organization-wide KM strategy.
(d) The **Evaluation Office** should develop a strategic and results-oriented approach to addressing evaluation gaps and providing balanced evaluation coverage to meet UNICEF learning and accountability needs.
Action

- The Evaluation Office, in consultation with EMOPS, Programme Division and regional and country offices, will prepare an action plan setting out steps to improve evaluation coverage of UNICEF’s humanitarian activities and strengthen the evidence base informing humanitarian action.

- The action plan will address gaps in evaluation coverage including evaluation of level 1 emergencies and evaluation of the results of humanitarian action.

- The plan will be ready for consideration by Senior Management by the end of 2013.
Thank you