DAC/UNEG Peer Review of the Evaluation Function of UNICEF and Management Response

14 September 2017
UNICEF’s business model is to work with partners to support the fulfilment of the rights of children, everywhere, especially the most-disadvantaged. The emphasis is on results for children at the field level, primarily through decentralized operations in 157 countries, with the support of seven regional offices as well as headquarters divisions.

The evaluation function mirrors this decentralized business model. This is essential for responding swiftly to the programme design and implementation challenges that countries face.

- The Evaluation Office at HQ undertakes large corporate level and multi-country/multi-region evaluations as well as joint evaluations with other UN agencies.
- The Director of the Evaluation Office has oversight over the function and reports to the Executive Director while liaising closely with the appropriate Deputy Executive Director for coordination with other oversight functions such as Internal Audit and Ethics.
- The Evaluation Office also supports Regional Directors and Country Representatives to uphold the norms of independence, credibility and utility at the field level.
- Furthermore, the Evaluation Office supports system-wide evaluation capacity development.
Key Findings from the Peer Review

• **Behavioural and organizational independence** was assessed as short of being satisfactory, both for the Evaluation Office and the function as a whole. This is largely due to the ‘shared’ characteristic of the evaluation function in UNICEF, what the peer reviewers refer to as the dilution of roles and responsibilities in evaluation with other roles and functions.

• On **credibility**, the peer reviewers’ assessment was also short of being satisfactory. The limiting factors include the inadequate skills for managing evaluations, especially at the country level, and the need to strengthen the roster of consultants.

• On **utility** the function was rated as close to satisfactory. The reviewers found good evidence of the use of evaluations at the different levels, but improvements were deemed necessary in the scope, timeliness and quality of the corporate evaluations.

• Positive findings include improvement in quality, compliance with management responses, active role in international evaluation community, and NECD.
# Peer Review Recommendations

1. A new and revised evaluation policy approved incorporating the recommendations of the peer review ✓ Agree
2. Assign to the EO full responsibility for the internal governance of the evaluation function, and adequate resources ✓ Agree
3. Financial resources: including new modalities for funding evaluations and staff and achieving target of one percent ✓ Agree
4. Human resources strategy – including professionalization of the function ✓ Agree
5. Evaluation quality at all levels – uniform quality assessment, methodology and criteria across the decentralized evaluation function ✓ Agree
6. Management of the evaluation office including timely delivery of evaluations ✓ Agree
Thank You