

# Plan for global evaluations, 2022–2025

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Item 8: Plan for global evaluations, 2022–2025

Reference document: [E/ICEF/2022/3](#)





# GUIDING PRINCIPLES AND STRATEGIES

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## 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)

UNICEF Strategic Plan, 2022–2025 component	Number of evaluation products
Goal Area 1	4
Goal Area 2	4
Goal Area 3	5
Goal Area 4	3
Goal Area 5	5
Humanitarian action	3
Institutional effectiveness	7
<b>Total</b>	<b>31</b>

- 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

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- **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

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- **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.

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